







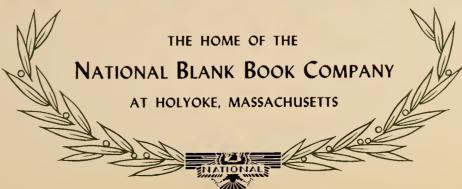


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## Records Through the Ages

Since 2600 B.C., when the Babylonians kept their accounts on movable clay tablets, the evolution of record-keeping has been a romantic story. In fact, we might say that our modern loose-leaf system is an off-shoot of the cumbersome clay tablets of the Babylonians.

History tells us that ever since the dawn of writing, sheets have been loosely held together and separately paged. The Bible describes the Law as written on tables of stone. The Arabs had a sort of binder in ring form, very much like the modern binder of today's production; the sheets were of thin ivory instead of paper, and the writing was done with hot pointed irons. In ancient Greece the public accounts were engraved on marble tablets and put up where all the people could read them. These accounts were signed by such historic names as Aristides, Lysias, and Lycurgus.

The bound book form of record-keeping, according to the best evidence at hand, came into existence about the fifth century, when folded pages of vellum were sewed together at the back, and bound with strong strips of leather.

In the eighth century, when paper became available, the method of assembling pages in consecutive form began to develop rapidly. And in the twelfth century when paper mills were established in Europe, and the use of paper gained ground, the use of bound record books became universal.

With the expansion of commerce, merchants felt the need of a more specific way to keep accounts. Thus, in England about the year 1300, bookkeepers first began to enter accounts in separate columns. Double entry bookkeeping came into use in Italy in 1340. The earliest accounts kept at this time related to the municipal affairs of Genoa.

In 1494, Lucas Pacioli, a monk of Venice, wrote the first textbook on accounting. In his quaint script he set forth principles which have guided bookkeepers in the following centuries.

It is very evident that, even in the old days, bookkeepers breathed a sigh of relief when they completed a trial balance. For instance, in 1588, when Nicolaus Petri published his treatise on bookkeeping in Amsterdam, he closed his trial balance



with this prayer: "Thus is my book balanced and compared, wherefor to the Almighty and eternal God, be all praise, honor and glory. Amen."

Subsequent to the 16th century, with a gradual broadening of commercial activities and transportation facilities, bound book record-keeping showed a gradual development.

Ledgers grew in size and capacity. There was a time when such a book weighed more than a bookkeeper. When Charles Lamb pored over his musty ledgers in the South Sea House, it took two clerks to lift one of the ponderous volumes!

Back in those days when quill pens scratched and spluttered, it was not possible to buy journals, ledgers, and daybooks with ruled pages. When new ones were needed, bookkeepers had to "rule their own". How amazed they would be to see the multi-ruled columnar sheets available at a stationer's store today.

Without question the greatest developments in recordkeeping date from the commencement of the present century, when loose-leaf forms began to be in vogue, coming to displace, for a good many purposes, the bound books used by former generations.

Through the advent of loose-leaf there was made possible another evolution . . . bookkeeping by machine, which came into general usage following World War I. Today entries are typewritten by the same machines that calculate with superhuman accuracy and rapidity.

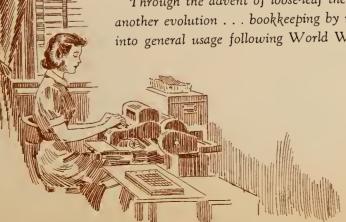
Visible equipment is another development of comparatively recent years. No longer need important records be buried from sight, to be dug up only through the tedious process of fingering pages or sheets. A glance of only an instant is all that is needed to reveal the data desired.

Throughout all phases of record-keeping there have come to be better and more rapid ways of accomplishment. Methods today are as different from those in vogue at the dawn of the present century as the modern airplane from the horse and buggy.

To bring about all this has called for men with ability to foresee the requirements of commercial progress . . . executives with intelligence to visualize the need, and with the qualifications to create the product to serve that end.

That America and the rest of the world have been supplied with adequate means for keeping records . . . in a manner adapted to each one of a thousand and more specific requirements . . . is a tribute to keen thought and to manufacturing skill.

The following pages describe the part thus played in serving industry and commerce by the National Blank Book Company whose history began a century ago.



## The Bound Book Era

Had you been living in the year 1843, one hundred years ago, you would have been thrilled at the news that construction had begun for the first telegraph line in the United States . . . between Washington and Baltimore. Here was being inaugurated a new means of communication from one man to his fellow at a distant point. It brought about a marked advance in business progress . . . national and international.

Today...like the familiar telegraph wires... business records have blazed a trail of progress all over the world. For the business record industry, too, has grown in magnitude to serve the needs of commerce and trade. Wherever you go, you will find bound books, looseleaf, visible and machine-bookkeeping equipment for every business need. Many of these items will be the product of a firm whose inception also was in 1843 . . . that same year in which the original telegraph line was being built. And to many of you this firm . . . the National Blank Book Company . . . and its trademark . . . the National Eagle . . . will have a friendly association.

#### AN AMERICAN ACHIEVEMENT - AN AMERICAN FAMILY

The development of this business in manufacturing books and records for commercial and individual usage is the story of an American achievement, accomplished through the determination and enterprise of an American family... the Townes.

Without the spirit and enthusiasm of the members of the Towne

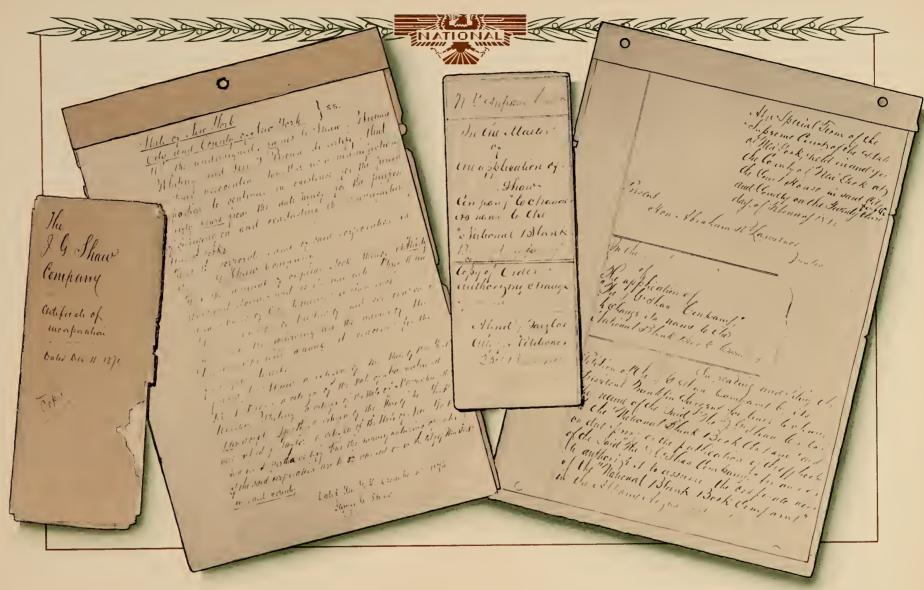
family, it is unlikely that in 1943 the National Blank Book Company would be celebrating its one hundredth anniversary. For when James W. and Frank B. Towne, father and son respectively, associated themselves with the struggling organization back in the eighties, the prospects of a brilliant future for the concern were by no means apparent.

It is to the credit of the younger Towne, known to his associates as "F. B.", that the National Blank Book Company took on new life and began to expand into a flourishing industry. And during fifty-five years Frank B. Towne . . . later aided by his two brothers, Edward S. and Joseph M., and more recently by members of the ensuing generation, first his son, Richard P., then his nephew, Herbert S. (the son of E. S. Towne and at present a Captain in the Army), and latterly a second nephew, W. Brewster Towne (the son of J. M. Towne and now a Lieutenant in the Navy) . . . and always supported by an able group of master-craftsmen and workers . . . has guided the destinies of the business and built it into the important and substantial organization that it stands today.

#### THE J. G. SHAW COMPANY - ESTABLISHED 1843

But we are a bit ahead of our story, for while it was the Townes who made the National Blank Book Company a great enterprise, credit for the establishment of the Company in New York City ... in 1843... goes to J. G. Shaw. And it was his name that the Company bore until 1880, although Shaw's connection with its

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affairs ceased with his resignation some years earlier . . . in 1877.

It would be of real historical interest to know more than we do about the early years of the J. G. Shaw Company. But details are lacking. We do know that the firm manufactured blank books in a small way. In fact, its business continued small until the advent of Frank B. Towne in 1888. And we do know, too, that the firm took pride in making a good product . . . a tradition that has been carried on throughout the hundred years of the National's existence . . . because old-established stationers have continued to buy the Company's products from the time of their earliest records down to the present day.



The excellence of its product, however, did not mean financial success for the J. G. Shaw Company. While the firm weathered the stress of the Civil War, it ran into difficulty during the panic and depression of the early seventies. The paper that went into its blank books was bought on a continually more and more extended line of credit, and, in the course of time, the Company became so indebted to the paper manufacturers that William Whiting of Holyoke and Levi L. Brown of Adams . . . two men prominently known throughout the paper industry of their generation . . . were forced to take over the concern.

Thus it was that in December, 1875, we find the record of the incorporation in New York State of the J. G. Shaw Company, in which the statement appears that James G. Shaw, William Whiting, and Levi L. Brown became associated together "as a manufacturing"

corporation to continue in existence for the period of fifty years from the date hereof for the purpose of carrying on and conducting the manufacture of blank books."

The new corporation was capitalized for \$30,000... represented by 300 shares of \$100 each... and Whiting and Brown together owned the controlling interest. Under their direction steps were promptly taken to place the organization on the upward path to success.

(In these developments Shaw had little part, and his withdrawal from the firm took place two years later. His career having been entirely devoted to blank book manufacture, Shaw continued to play an active part in the industry for many years, shortly thereafter establishing another firm under his name . . . not, however, to be confused with the original company then owned by Whiting and Brown.)



One of the early acts of the new management was to adopt a new name in 1880...the National Blank Book Company...a name which down through the years to the present has been identified with quality products.

A second step...taken in 1881... was to move the factory from New York City to Holyoke, Massachusetts, where it would be closer to the paper manufacturing industry, and also more directly under the supervision of the owners. Here, taking up the top and half of the middle floors of a building on Cabot Street... now occupied by the Crocker McElwain Paper Company... products of the National Blank Book Company were manufactured. The main offices of the

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Company, however, remained in New York City until eleven years later . . . 1892 . . . when they, also, were moved to Holyoke.

But even with the business more closely under his eye, Mr. Whiting was not satisfied with the progress being made. Yet, with his many other interests, he was in no position to give to the concern the personal attention so vital to growth and success. The solution to the problem, he felt, could only come through bringing into the management new blood to supply the vigor so urgently needed. Here is where the name of Towne became associated with the National Blank Book Company.

## PRESENT MANAGEMENT TAKES OVER

For many years Mr. Whiting had enjoyed friendly associations with one of the most capable paper merchants of that day, James W. Towne.

Starting out in life as a printer, Mr. Towne sensed the opportunity afforded in following the Gold Rush to California, and upon arriving in the West, proceeded to establish there a printing and publishing business, later to become the great wholesale paper firm of Blake, Moffitt & Towne. In 1868 he returned to the Atlantic seaboard and resided in New Jersey, acting as the eastern representative of that concern, engaged, primarily, in the buying of paper.

During the ensuing years, Mr. Whiting came to confer frequently with Mr. Towne on many matters relating to the paper industry. It was but natural that Mr. Whiting would turn to this same friend for advice in putting the affairs of the National Blank Book Company upon a firm foundation.

As the result of a series of discussions between these men in 1888, developments of great consequence to National took place. First was the strengthening of the Company's financial structure by increasing the capital stock from \$30,000 to \$150,000, of which a substantial portion was taken by James W. Towne. Second . . . and much more important . . . was the election of Frank B. Towne, the twenty-three year old son of James W., to be Treasurer of the concern.

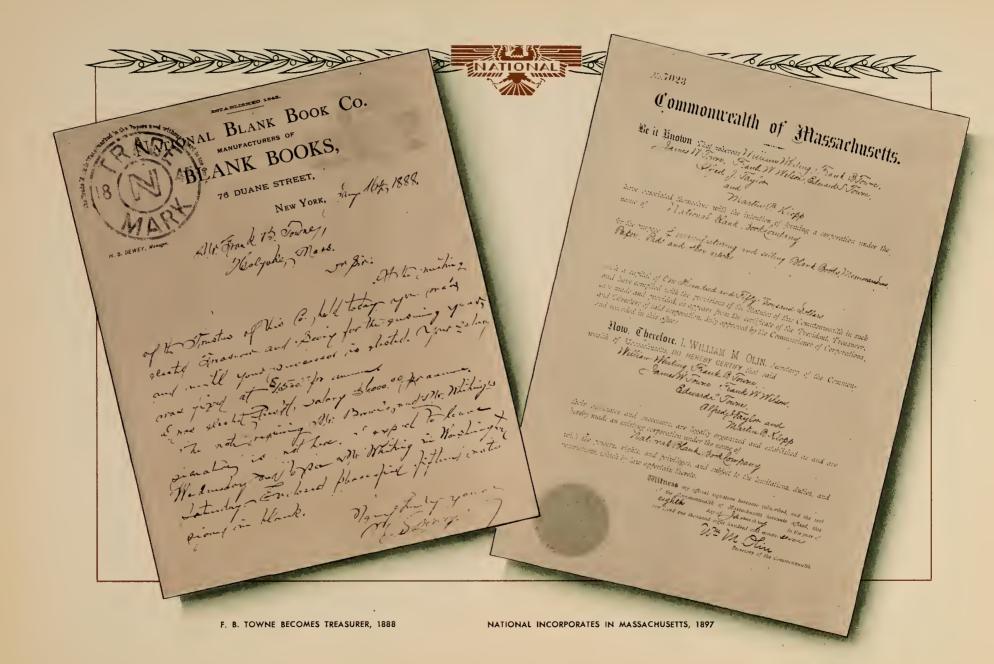
Frank at that time was paymaster of the Syms & Dudley Paper Company of Holyoke, where he had been employed for seven years, following his graduation from Andover at the age of sixteen. His work with that firm had been so satisfactory that he was deemed qualified to assume the much more serious responsibility of developing the National Blank Book Company. The wisdom of this action was proven within a very short period of time.

## FRANK B. TOWNE, TREASURER – 1888

Well preserved among the archives of the Company is the letter which the then President of the National Blank Book Company, H. S. Dewey, wrote in longhand, at the direction of the stockholders, to Frank B. Towne. Dated at the New York City office, 76 Duane Street, on January 16, 1888, the letter informed young Towne that "you was elected Treasurer and Secr'ty for the ensuing year, and until your successor is elected. Your salary was fixed at \$1,500.00 pr annum".

Over half a century . . . fifty-five years . . . has elapsed since Mr. Dewey penned this epistle, but no successor has yet been elected to the office of Creasurer, the most important post, by old New England

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custom, in the organization. Frank B. Towne, throughout the entire period up to the moment, has directed the policies and guided the progress of the National Blank Book Company. He has seen it rise from a small firm to become one of the leaders in the industry, a place which the Company has steadfastly held through wars and depressions, good times and bad.

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#### EDWARD S. TOWNE, STOCKROOM, 1888, PRESIDENT TODAY

Later that year ... 1888 ... Edward S. Towne, the second son of James W. Towne, entered the employ of the organization, having had several years of business experience in New York City subsequent to graduation from Williston Academy. His first duties were in the stockroom, from which he was soon advanced to be Purchasing Agent, in which capacity he was in charge of buying leather and other important binding materials.

Subsequently, E. S. Towne became Vice President, and . . . upon the death of his father in 1917 . . . he was elected President, the position he holds today.

From his earliest days, "E. S." has been keenly interested in National diaries . . . used year after year by many thousands of people everywhere . . . and has promoted this important line with unremitting thought and effort.

His likeable personality and ready understanding have won for him a host of friendships among the leaders in the industry and the stationery field, resulting in his election to various offices in trade associations. He is Treasurer and Trustee of the Holyoke Hospital and has been prominent in Masonic circles.



At the time when Frank B. Towne took over the control of National's operations, something over a hundred employees were on the payroll. The office was small. Never during the early years did the office staff exceed three men and a stenographer.

But the firm was not destined to continue on this modest scale. Things began to happen! The Company improved the quality of its blank books, and an inspired sales organization stepped out and marketed them in increasing measure.

First to feel the impact of rising business was the memorandum book. This heretofore small department grew so rapidly within a year after "F. B.'s" advent that additional space had to be taken to give the "mems" elbowroom. In 1889 new quarters were required in the east wing to house the special work department, and by 1891 production requirements had advanced so substantially that the remaining half of the middle floor... then occupied by the McCallum Constable Hosiery Company... was taken over.

Sales of blank books, which were slightly over \$200,000 in 1885 ... the first year for which records are available ... rose to \$400,000 in 1890.

However, such marked forward progress was not to be without some interruption, for no wind ever blows in just one direction. The early nineties were a disturbing period for all industry, and the National Blank Book Company was no exception. There was one occasion when the firm was unable to secure enough ready cash to meet the weekly payroll...it paid what it could, on account.

This recession proved to be but temporary, for the Company, by

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then, was too well established to be shaken. An uplift in sales was recorded in 1894. From then on to 1906, apart from a few straggling years, volume rose upward in a steady line. By 1905 sales had doubled from the figure of \$400,000 recorded only fifteen years previously. In 1906 the million dollar mark was attained.

## CATALOGUES TAKE ON NEW LIFE

Catalogues, of course, had been an essential part of the merchandising of blank books for many years. The earliest of those preserved to the present time is that for the year 1880, issued just before the manufacturing process was moved to Holyoke. A sketch of the combined office and factory building, as it then stood at 66-68 Duane Street, New York City . . . an impressive structure of that day . . . adorned the frontispiece. Printed on yellowish paper, mostly in black type . . . but with the titles of the various products in red . . . this early memento is a vivid reminder of the business sixty-three years ago.

Product illustrations in color first appeared in the 1898 catalogue, regarding which F. B. Towne wrote in his foreword to the trade:

"We have taken a long step forward by the use of colored illustrations on the entire line. This has involved large expense both in its preparation and in the press work, nearly a year having elapsed since the copy was prepared, half of which time being required for press work alone."

Here was a catalogue which . . . although printed forty-five years ago . . . compares most favorably with publications appearing today.

Miniature catalogues also came into being during this period of the nineties. Small enough to fit into a salesman's pocket, but with the type matter sufficiently large to be clearly readable, these small editions served a most valuable purpose.

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#### NATIONAL BECOMES A MASSACHUSETTS CORPORATION



In the year 1897 an important step in the history of the National Blank Book Company came with its being granted a charter as a Massachusetts corporation, replacing its former status as a corporation of New York State. This action involved no readjustment in the Company's management or operations, which continued as before.

Ownership of the organization, however, did undergo a change in the nineties, for by the time the Company was incorporated in the old Bay State the members of the Towne family had acquired possession of approximately two-thirds of the outstanding stock of \$150,000. The only remaining interest of substantial size was that held by Mr. Whiting, who served as President for a number of years and through his financial means and wisdom contributed greatly to the prosperity of the National Blank Book Company.

Thus, when the time came for Mr. Whiting to retire from office in 1905, it was mutually agreed that his stock should be acquired by the Company at the price of \$400 a share, thereby giving him a fitting reward for the thought and effort he had devoted to watching over the business until it could be re-established under the management of the Townes.



#### THREE DEVELOPMENTS OF THE NINETIES



Within the National Blank Book Company itself there were three notable developments during this era.

One was an increasing mechanization, under which hand operations were gradually replaced with machine-work, particularly in the lines sold in large volume and at low price . . . "mems", notebooks, and the like.

A second development was a change in working conditions, designed to bring about a more satisfactory relationship between management and worker. An instance of this is recorded in the abolition of the traditional "contract system", under which a master-craftsman was paid so much per piece for what he turned out, he in turn hiring his own helpers, and paying them as little as was required. Obviously, this method was subject to abuse, and when it was brought to an end by the management, the morale of the workers improved.

The third development of this formative period . . . and a most important one it was, looking to the advancement of the business in the years to come . . . was the welding of the entire organization into a unified whole, marking the creation of what was to be the "National Family". The workers acquired a growing spirit of enthusiasm and interest derived from the knowledge that one and all were working for a common goal, and this attitude was reflected in a product even better than had been made before.

### THE COMPANY BUILDS AT RIVERSIDE

The National Blank Book Company . . . by 1897 . . . grew to fill every inch of available space in the Cabot Street Building. It was again time for a new move.

To announce that a great new building would be erected to house

the ever-growing National organization required confidence and faith in the future... the belief that greater things for the Company were to come. For, on the part of some who saw the plans for the new structure to be built at Riverside, there were many misgivings. "Would the Company ever be able to use all of the space that the drawing revealed?", they wondered. Little did such skeptics dream that by 1906 it would be necessary to add a complete fifth story to the structure then under contemplation!

The short but decisive Spanish-American War of 1898 delayed the new building briefly. Some Nationalites saw active service with the militia, and others "joined up" as volunteers. Patriotism, then as now, was the order of the day.

It was in this same year, 1898, that the factory made the eventful move from the old mill to the new plant... finding in it the last word in modern construction of that day, just as serviceable now as when it was erected. In every way... lighting, ventilation, sanitation, and layout... the new building was a joy in which to work.

Industrially, the character of the Riverside factory marked a great change in the business. To the existing equipment were added new machines... designed to perform many of the former hand operations ... and over the years more and more machine installations have been added to make operations as automatic as possible. The period from 1898 to World War I was one of increasing complexity in manufacture. Output per man continually increased, hours were shortened, and earnings rose.



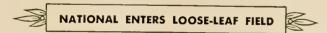


## National in the Loose-Leaf Field -

An important manifestation appearing at the beginning of the present century was the introduction of loose-leaf equipment, destined in a score of years to largely replace the use of bound books for many purposes. Since the reputation of the National Blank Book Company had been built on bound books, manufactured and sold under the highest standards of quality, the early ventures of the firm into the loose-leaf field were wisely marked with caution and conservatism.

National's policy had always been that voiced to the trade in an early issue of *The National*, the Company's house organ: "Nothing but our best... nothing which fails to profit dealer and consumer... nothing which must be cloaked by an excuse, evasion or apology... shall ever be allowed to leave the factory".

Some of the early loose-leaf devices had been found to be flimsy and unreliable... deprecatingly referred to as "lose-leaf"... the kind of thing to be avoided by a manufacturer with a reputation for topnotch quality. As a consequence, National conservatively limited its first steps in the loose-leaf field to a few simple and reliable models.



Earliest among the Company's loose-leaf products were covers and notebooks for student use, appearing about 1898, the latter originally referred to as "separate leaf". The name "National Notebook System", signifying books and paper designed for all written school.

work, came to be well known among students as early as 1900.

Evidently the Company had its mind on the nearby colleges as good customers, too, for among the earliest forms of "separate leaf" was the "University" notebook with double and reversible covers . . . "two notebooks in one".

In 1903, with the announcement of a loose-leaf ledger . . . with double locking device, and with posts suitable for holding either solid or slotted hole paper . . . a post binder, and a loose sheet holder, it can truly be said that National had made a good start in this growing field.

Yet five years later... with an ever increasing demand for loose-leaf goods... there was still a skeptical attitude on the part of some at the factory as to the permanence of such devices. One reads with interest in the issue of National's house organ for April, 1908, the observation: "It is not certain yet whether loose-leaf ledgers are a fad or have come to stay". After all, bound books had served the needs of commerce for centuries, while loose-leaf was merely an upstart!

However, National was determined to push its loose-leaf line to the utmost, with the firm resolution to come to the forefront among its competitors, who had the advantage gained from an earlier start. Thus, in 1909 National presented to the trade a separate catalogue of its loose-leaf goods, and designated a specialist in this field to travel and demonstrate to dealers the excellence of the Company's products.

The response from the trade was so enthusiastic that in the fall of 1910 an entire issue of the house organ was devoted to loose-leaf goods.

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#### JOSEPH M. TOWNE HEADS LOOSE-LEAF DIVISION

**3** 

It was with the advent of Joseph M. Towne, the youngest son of James W. Towne, that the National Blank Book Company rose to be numbered among the leaders in the field of loose-leaf products. The name of this brother is as indelibly associated with loose-leaf as that of Frank B. Towne, the oldest son, in the development of bound books.

J. M. Towne, upon graduation from the Stevens Institute of Technology with a degree in Mechanical Engineering in 1897, started upon his career as an engineer serving with architects in New York City. In 1900 he joined the Safety Car Heating & Lighting Company as assistant engineer in charge of research and development work, and ... apart from a few years spent as the sales representative of a prominent paper house ... he was associated with that organization until 1911.

By that time the loose-leaf division of the National Blank Book Company had reached a point where it needed the direction of an executive who knew both the requirements of the trade and the processes followed in manufacture.

"Why don't you come with me and take charge of loose-leaf?", was the question propounded to "J. M." by his brother "F. B."

Sensing the opportunity offered, and welcoming the association with the members of his family, J. M. Towne forthwith accepted the invitation. His first headquarters . . . in 1911 . . . were at the Company's New York City office. Six years later . . . by which time the increasing production of loose-leaf goods required his supervision at the factory . . . he moved to Holyoke, then being Vice President of the Company.

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First among the problems that confronted the new executive was the necessity of meeting the competition of firms already well-known as manufacturers of loose-leaf products. The Company had built up an enviable reputation for bound books . . . but loose-leaf was something else. The trade was not yet convinced that "National" was synonymous with excellence in this new field. Competitors with more complete lines of price books and ledgers came first in their minds for loose-leaf products.

So "J. M." promptly proceeded to enlarge National's variety of loose-leaf goods... adding several grades of ledgers, sheet holders, post binders, prong files, and ring books... and increased the styles of ledger and columnar sheets. Attention was given to standardization of sheet sizes and the position of the punched holes in the paper, so that National sheets might interchange with binders in general use.

Thus it was that in the summer of 1914 J. M. Towne could proudly issue Catalogue B... enlarged to ninety-six pages to include all of the items in the revised line of loose-leaf coming from the National factory.

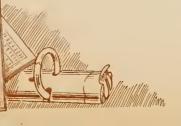
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National Toose Teaf

#### DEVELOPMENT OF THE BALL-BEARING RING BOOK



The popularity of loose-leaf ring books had now made them the most important single type of mechanism in the industry. Up to this time National had been procuring its memorandum and price book metals from an outside manufacturer, but the art had progressed to such a stage that improvements were necessary, and it was time that



the Company should include these constructions within its own shop.

While in New York, "J. M." had become acquainted with John Schade, visited his shop in Brooklyn, and had become convinced that here was the man who could safely be entrusted to perfect an up-to-date ring book construction and to develop the machinery for its manufacture. Accordingly, Schade was given the contract to proceed with this program, which took a year.

The job was just well started when a court decision upheld as basic a competitor's patent . . . the foundation of all ring books that were then being manufactured . . . and the leading loose-leaf manufacturers were declared to be infringers and forced to pay damages. Confronted with this situation, John Schade originated the "ball lock" principle, which was clearly original and entirely remote from any infringe-

ment. With it as a foundation, National proceeded at once to make its own structures, avoiding royalty payments.

Here indeed was a distinctive ring book in which National could take the pride that goes with invention and possession. The locking feature was an effective sales argument, and National sales in ring books continued to advance. Shortly afterwards the Company bought out John Schade, and moved him to Holyoke to take charge of all loose-leaf metal construction. As we shall see, "J. M.'s" faith in Schade's inventive ability proved amply justified.

In 1912 and 1916 the factory had been enlarged, and in 1919 ground was broken for an entire new building for the distinct purpose of housing a loose-leaf division. National by then had come to occupy a prominent position in the Eastern field of loose-leaf goods.

Left to Right:
Walter H. O'Brien
I. P. Denison
Elmer E. Cornwell
Richard M. Weiser
Frank B. Towne
Ernest Worth
Fred Smith



JOSEPH M. TOWNE
WALTER E. HOLMAN
EDWARD S. TOWNE
JOHN SCHADE
UNKNOWN
JOSEPH RANGER
GEORGE SAVOY

J. M. TOWNE BREAKS GROUND FOR LOOSE-LEAF FACTORY, 1919

## National Growth and World War I



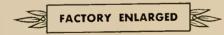
Nineteen-twelve was an important year in the history of the National Blank Book Company, due to three events that took place during those twelve months.

#### NATIONAL BECOMES A "VOLUNTARY ASSOCIATION"



First among these was the change in the legal status of the Company from that of a corporation to a "voluntary association" . . . thereby deriving for National certain advantages pertaining to this type of organization unique under Massachusetts law.

A point of interest is that under the "association" plan the stockholders entrust the direction of affairs to Trustees elected by them, and also elect the Treasurer and Assistant Treasurer, all other officers, including the President, being chosen by the Trustees. Thus it is that the Treasurer of an "association" is its most important officer, and explains why Frank B. Towne has continued to hold this position down through the years . . . even after National was reconstituted as a corporation in 1927.



The second event of 1912 came in the addition of a substantial amount of space to the end of the building adjacent to the Conneck ticut River, extending through all five floors. It was only six years previously that the fifth floor had been constructed to take care

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the growing volume of business. National was moving forward!



The third event took place on the final day of 1912, when a momentous celebration took place at the Holyoke factory. It was then that the five hundred and fifty employees of the National Blank Book Company congregated in the large shipping room of the factory to present to Frank B. Towne . . . on the occasion of his twenty-fifth anniversary as Treasurer of National...a large album, uniquely bound, containing signatures of all the workers, and also a silver loving cup, suitably inscribed.

To Mrs. Towne, in appreciation of her part in making National history as the ever-inspiring companion of her husband, were presented twenty-five American Beauty roses.

Significant of the sentiments of the National family, from errand boy to executive, were these words uttered by the master of ceremonies to his chief . . .

"The smallest, the humblest blank book factory, a trailer as it was called, has become the largest, greatest, best blank book factory in the world. To you, Mr. Towne, the credit of this vast achievement is primarily due. An unerring judgment, keen perceptive powers, boundless energy, tireless application, have made it possible for you to find a solution of the intricate industrial and financial problems that you have been called upon to cope with."

Remoud and happy man on that occasion was the senior member

of the Towne family, James W. Towne. Nor was he overlooked in the ceremonies of the day, for to him was presented a strikingly natural oil painting of himself, which today hangs on the wall of the front office where the face of this distinguished gentleman can look with pleasure upon the many who pass before him.

## NATIONAL EXPANDS ABROAD

The years just prior to the outbreak of World War I were marked by territorial expansion. Sales representatives of the Company were active in Canada, Cuba, and in South America, and an English branch was established in London, the National Loose Leaf Company, Ltd.

It is humorously told that National's emissary to England . . . while successful in obtaining orders . . . at first encountered considerable difficulty in convincing the English merchants that he represented a manufacturing concern, not a jobber . . . just because he failed to wear a silk hat!

In 1917, in order to take care of the expanding business in Canada, National acquired a plant in the Province of Quebec, located at Berthierville, about sixty miles east of Montreal. Then known as Papeterie de Berthier, this mill with its sixty-five employees joined the "National Family" under the name "Dominion Blank Book Company".

However, this plant was to remain a National possession for but a short space of time. In 1919 it was purchased by the able George A. Savoy, associated with the Company since boyhood days . . . and later moved by him to St. Johns, Quebec, where it continues today as a flourishing enterprise.

## WORLD WAR I BRINGS BOOM

The advent of World War I was marked by increasing business and higher prices. The cost of paper rose rapidly, especially fine paper, due to acute scarcity of rags. Leather and book cloth shot up in price. In fact, fine leather became so difficult to obtain and so expensive, that imitation leather . . . which National called "Texhide" . . . was introduced. It was found to outwear most leather binding, yet could be offered at a materially lower price.

Price, however, was not a matter of concern in these flush warboom days. Orders began to come in unsolicited, unpriced, subject to any delivery that could be made. The business, like that of many other firms, became for a time a matter, not of selling at a price, but of supplying the demand at any price! It was a period of feverish activity.

Sales of National products which in 1914 and 1915 hovered around the \$1,100,000 point, rose in 1916 to over \$1,400,000 (when an addition had to be made to the rear of the factory), and to \$2,000,000 in 1918. And the tide rose in still greater measure in the two years after the Armistice, volume soaring to \$3,100,000 in 1920. (Not again until the memorable year of 1929 was dollar volume to attain this high water mark.)

Much of the rapid growth in this period was attributable to the increasing demand for the Company's popular loose-leaf products. At the commencement of World War I, National's sales of loose-leaf were \$200,000, representing but six per cent of the industry's total. By 1920, however, the dollar volume of National loose-leaf sales amounted to \$1,100,000, which...indicative of the gain in the Com-

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pany's competitive standing... constituted eleven and one-half per cent of the total for the industry. To produce the tremendous quantity of metal parts which National was being called on to supply, it was necessary to erect in 1919-20 the new factory referred to in the preceding Chapter.

## NATIONAL AIDS WAR EFFORT

As was to be expected, National did its part in furthering the war effort... both as a Company and as individuals. Typical was a plan originated whereby its workers could contribute to wartime charities, even if they couldn't spare dollars. This was accomplished through the formation of the Holyoke Minute Volunteers, whose members agreed to give in the form of purely voluntary overtime up to an hour a week. The value of the product for this extra hour, plus an additional fifty per cent given by the Company, was turned over to such groups as the Red Cross, Y. M. C. A., and other welfare organizations. In this way nearly \$11,000 was raised.

National contributed not only money, but men. From the factory, from the office, and from the branches, the boys departed to serve their nation at war. The total number who entered the service was eighty-seven. A memorial tablet, erected by the National Minute Volunteers, honors the memory of five young heroes who never returned.

War materials, too, came from the National plant, for the metal division began making magazines for Springfield rifles and other ordnance material. Thus . . . in men, money, and materials . . . the Company and its workers did all in their power to serve the nation in its war for the preservation of American ideals.

## WAR INCIDENTS OF INTEREST

An historical incident of particular interest to us today in the midst of World War II, is that in the earlier war the National Blank Book Company sustained property loss due to enemy action, the London branch office being left in ruins caused by fire due to an incendiary bomb which struck directly across the street from the structure on the morning of Saturday, July 7, 1918. Fortunately, no one was killed, but Managing Director J. Adams Keene was burned and poisoned by the yellow powder which the explosive contained. (Incidentally, Mr. Keene purchased the London branch in 1932.)

It is also of interest to note that National ring books played a very important part in the English Army during World War I. From the War Cabinet and the Office of General Sir Douglas Haig down to the regimental headquarters at the various training camps, National ring books were on the job of record-keeping.

A unique casualty of war was the Eagle symbolizing the Company's trademark. As originally designed and used for many years, this was a regular heraldic eagle . . . a conventionalized bird . . . bearing in its talons the tools of the bookbinders. It was the device used by the ancient English craftsmen as a designation of their guild.

Unfortunately, the same conception of the eagle occupied a prominent place in German heraldry, and the similarity of the birds led to a number of purchasers refusing to accept articles marked with National's Eagle, due to the belief that they were made in Germany. Therefore, shortly after the outbreak of war, National discarded the old-world eagle and adopted a thoroughly American rendering of the same bird.

NATIONAL

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## Progress in the Twenties

A tidal wave rushes only so far! Sooner or later it recedes. Such was the course of business following World War I. The price inflation and boom reached its peak in 1920. Then the bubble burst, giving American enterprise a severe jolt in 1921.

Dollar sales of National Blank Book products fell approximately a third in the short space of twelve months . . . from \$3,100,000 in 1920 to slightly less than \$2,200,000 in 1921. But this bottom was double National's pre-war figure, around \$1,100,000. Thus, it was from a much higher base than previously that the Company was to go forward to build business in the twenties.



And build National did...in no uncertain manner. Capitalization was increased from \$150,000 to \$900,000 by a stock dividend declared in May, 1921. Products were improved and originated, more advertising was undertaken and on a larger scale, and the sales force more than doubled in the years to 1929. An office was opened in Chicago in 1921.

Many of the new men were loose-leaf experts. Others were promising young men of high type, picked for brains, energy, and resourcefulness. For the selling of business records had become a service that called for an unusual combination of accounting knowledge with ability to merchandise... to co-operate with the stationer in re-selling a highly specialized type of product.

Behind this increased sales effort National put fresh support in the form of national advertising. While National goods had been advertised since 1905, such advertising had been primarily to the trade and to executives in the accounting field. But in the twenties the Company stepped out into large space advertising in such consumer magazines as the Saturday Evening Post and the American Magazine, with the result that in this decade the trademark came to have truly national acceptance among business men at large.

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#### ADOPTION OF HAMMERMILL PAPERS AIDS PROGRESS



The adoption by National . . . in 1924 . . . of Hammermill bond, ledger, and writing papers for National's ledgers, columnar forms, ring books, and school books, gave further impetus to sales . . . these papers being nationally advertised, well-known, and widely used.

National now offered to the trade a line of papers thoroughly standardized with regard to all processes and material . . . entirely dependable in every respect.

The desirability of purchasing this ideal combination of National books and Hammermill papers was brought forcefully to public attention through advertisements featuring both noted names, appearing in the Saturday Evening Post and other leading magazines. This was one of the many forces which contributed to National progress.

From the post-war recession of 1921 National climbed the hill of recovery. Sales increased each year . . . save for a slight drop in 1924

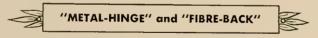
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... until in 1929 they again attained the crest of \$3,100,000 recorded in 1920.

## LOOSE-LEAF ASSUMES MAJOR IMPORTANCE

Notable in this period was an important transition in the relationship of National's loose-leaf and bound book products . . . loose-leaf rising to take the position of major importance. Whereas in 1920 sixty-four per cent of National's sales had been in the bound book line, by 1929 sales of bound books were forty-four per cent, and loose-leaf . . . the advertised line . . . had risen to fifty-six per cent. And by that year loose-leaf products coming from the Holyoke factory had come to constitute nineteen per cent of the industry's total . . . a material gain from the figure of eleven and one-half per cent recorded in 1920.

One reason for the increase in consumption of National loose-leaf goods was the steady improvement in the product, for which much credit is due to John Schade. It was his inventive mind that created the metal-hinge ring book, "fibre-back", the "Aladdin" keyless ledger, the "Rollomatic" steel tray for machine-bookkeeping, and later on, the automatic shift device used in today's modern visible index binder ... all of which deserve special mention.



The famous metal-hinge ring book, appearing in 1925, was designed to meet the competition for one-piece leather covers, which were "scarfed" at the hinge to permit flexing. Such scarfing weakened the leather at the point of greatest wear, the hinge.

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The riveting principle employed in a belt-lacing impressed J. M. Towne. At his suggestion John Schade inserted a metal hinge under heavy pressure into the heavy cowhide forming the front and back covers, thus joining them tightly to the binding mechanism. They opened flat with the flexibility of any metal hinge and had much greater strength than the scarfed leather.

Still the metal-hinge ring book was not perfected. The leather at the back, although it was there to stay, was found to show signs of wear over a period of time. To overcome this difficulty, J. M. Towne and John Schade devised in 1929 a new strip called "fibre-back". This not only possessed all the fine appearance of leather and matched perfectly with the cover, but also had much longer wearing quality. With this "fibre-back" firmly attached to the metal-hinge binder, the "Monarch" ring book, as it was called, was in a class by itself.

Since the invention of "metal-hinge" and "fibre-back", almost two million units of this famous construction have passed into the hands of satisfied customers. Even though these ring books could not wear out, users came back for more. Commanding a price commensurate with their quality, they enabled National dealers to realize a handsome revenue from their sales efforts.



In the field of ledgers also, National brought out an improved product, the "Aladdin" ledger, which won acclaim commencing in 1922. Here, for the first time, was a ledger that with the touch of a finger on a sliding catch... without the need of a key... could be opened for the removal or addition of sheets. Capable of expansion

to contain more than three hundred accounts, the "Aladdin" made a real hit at the ensuing National Business Show in New York City.

## MACHINE-BOOKKEEPING

Business needs of the twenties were to demand more than mere product improvement. Developments in record-keeping arose which called for devices of new and different nature. The beginning of the decade marked the rise of machine-bookkeeping. At its close, visible equipment was coming into use . . . to experience its great expansion in the thirties up to the present.

In 1923 National announced the organization of a machine-book-keeping and accounting forms department to take care of this expanding activity, and in the middle of that year issued a separate catalog of its machine-bookkeeping supplies. Herbert S. Towne pioneered in developing machine-bookkeeping applications.

The "Rollomatic" steel tray appeared in 1927, rounding out the Company's extensive line so that it could supply every demand of business for trays, binders, indexes, and forms.

## THE ADVENT OF VISIBLE

For centuries business records were kept remote from easy vision, buried in the pages of bound books. Next, with the introduction of loose-leaf, they became more accessible. Then, through the processes of machine-bookkeeping, records emerged momentarily from the obscurity of a ledger or tray... to be lost from sight again as soon as the operation was completed.

This was a great advance... but not enough to meet the increasing business activity of the latter twenties, which called for records that could be continuously in view. So came the final step... the creation of the visible system of record-keeping, based on the simple principle of having one record in a file, or binder, project slightly beyond its neighbor.

National's first separate catalog of visible items was issued in 1928, and within a short period complete visible outfits were offered by National to the trade, including binder sheets and alphabetical indexes with subdivisions. There came into being visible ledgers for dentists, physicians, and merchants, also records for church collections and for installment accounts.

From then on until the present, the increasing use of visible equipment has been one of the greatest developments in the history of record-keeping, and in this field National products have been consistently in the forefront.

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#### NATIONAL MEETS DEMANDS FOR SYSTEMS



Another among the trends to be found in the twenties was the growth of systems. Noteworthy among such developments of that time . . . and still as popular today . . . was the "Unit Accounting System", consisting of twenty-five distinctive loose-leaf forms (comprising the 7072 Series), each designed for recording a different type of transaction. Since these sheets were all of the same size, and completely interchangeable, the user was enabled to select from among them a system that fitted his business like a glove.

The forms were all designed to permit bookkeeping with less effort.

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By ingenious arrangement one entry often could do the work of two or more in old-style records. Groups of closely related forms might be assembled in units for greater speed and efficiency. So simple, so clear, were the forms, that even a new employee could quickly learn, with a minimum of instruction, to keep books accurately.

## A RECORD FOR EVERY NEED

No matter how large or small a business might be ... whatever the record-keeping requirements of any individual ... there was a National product that met the situation.

To wit, the needs of the flagpole sitter, a popular diversion of 1927... in case the date has slipped from your memory! The National records that Joe Powers, before ascending to his lofty perch atop the flagpole of the Morrison Hotel in Chicago, purchased National Record Book No. 1768 to jot down his observations while trying to establish a record for marathon sitting. Unfortunately, the magazine went to press when Joe had been sitting on the pole for only ten days, so no one knows whether or not he attained his objective... no doubt Joe's National book retains for his descendants the record of his venture into the altitudes.

National books went a long way to serve a more valuable purpose in 1928, when Commander Byrd selected sixty No. 5164 diaries for his expedition to the South Pole. The stock taken with him covered the latter part of 1928 and all of 1929 . . . and arrangements were made to ship his 1930 diaries to New Zealand, thence to be forwarded to the expedition's outlying base. A message subsequently received by the Company from the South Polar regions stated concisely, "Your

NATIONAL

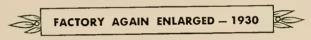
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diaries are the most popular books on the Byrd Antarctic Expedition."



The National line was made even more extensive when the Company . . . in 1930 . . . acquired the Kiggins and Tooker Company, a New York concern which since 1846 had been producing "Excelsior" diaries, fancy leather goods, and fine social stationery items for both personal and business use.

This merger not only cemented the bonds of friendship with many old customers, but also made many new friends for National, particularly in the department store field.



The growing tide of business through the latter twenties made such heavy demands upon the plant facilities of the Company that in 1929 it was found necessary to make still another addition to the original factory.

This increased space . . . available in 1930 . . . made possible a much needed re-location of operating departments. Printing presses, heretofore crowded in the basement, were moved up to the fifth floor . . . now supported by heavy steel columns and a concrete base . . . where they could be next to the ruling machines. All printing presses were reconditioned, and new ones added. Thus the National factory was prepared to meet the demands of the thirties for a greatly increased tonnage output . . . and to cope with a vast step-up in orders to be experienced at the onset of World War II.

## Advent of the Third Generation a

Thus far, in the mention of National developments during the twenties, all attention has been paid to product and structure. It is now fitting to deal with an important factor in management, which came during this period with the advent of Richard P. Towne, the son of Frank B. Towne.

Just as "F. B." brought youthful and energetic leadership to the organization in 1888, and under the guidance of his father caused National to become a flourishing enterprise, so history repeats, with "F. B." as father and "Dick" as son . . . except that while "F. B." saw National but a puny outfit when he assumed control fifty-five years ago, Richard entered the Company in 1924 to find it numbered among the nation's leading bound book and loose-leaf houses.

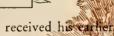
Following 1929 occurred the most severe business depression in history, and subsequently the economic course of American enterprise has in general been a troubled one. To steer National out of the abyss of 1931-33, and guide it upward to the heights it has attained today, has required exceptional skill in production, financial management, and in sales direction. And during recent years, more and more of the responsibility for leadership has come to rest upon the shoulders of "Dick" Towne.

School for three years, graduating in 1917. In the fall of that year he entered Williams College, and . . . even though his education was interrupted in 1918, while he was in training for war service with the Reserve Officers Training Corps at Plattsburg . . . he received his diploma in 1921.

"Dick" then continued his studies at the Harvard Graduate School of Business Administration, from which he received the degree of M.B.A. in 1923. For a short time he was retained by the School to interview business executives, the purpose being to gather material for use in "case histories" (actual problems and their solution) for the study of future students . . . a means of promoting practical education in business for which Harvard is noted.

It was in the month of April, 1924, that he returned to Holyoke, there to join his father and uncles at the National Blank Book Company. However, this was by no means his first appearance at the plant as a worker, for during summer vacations in his college years "Dick" had taken the opportunity to employ himself there in various capacities, this experience giving him familiarity with many processes of the National's factory, as well as the office. Thus, he was prepared to take part in National's managerial activities.

### A BUSINESS EDUCATION ACQUIRED



Born in Holyoke in 1899, Richard P. Towne received his earther, education in the schools of that city, and then attended Hotchkiss

#### NEW PROCEDURE PROVES VALUABLE



It so happened that at just this time a firm of auditors was engaged in making a survey of the firm's office procedure. Richard joined

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with them in this task, but he did not always join with them in their conclusions... feeling that some of their recommendations presented too many complications to be of practical value. But from the resulting discussions one very important outcome ensued... "Dick" shortly became Production Manager for the entire plant.

In this new position the young executive was responsible for effecting a change in procedure that had important consequences in factory costs and efficiency. It was his suggestion that the functions having to do with the ruling and printing of paper be segregated from the operations of the bindery. Acting upon his recommendation, the ruling and all work on forms was done for stock, and a supply of forms was carried ahead of the operation of binding. Under this new plan deliveries to stock were speeded up, and longer runs saved both dollars and time.

## ELECTED ASSISTANT TREASURER - 1927

With this achievement behind him, "Dick" proceeded to review the various order systems in effect, and then to study branch control. This latter study took him into the field, requiring him to spend the winter of 1926 in New York City and the summer of 1927 in Chicago, revamping the procedure in the branches. In 1927 he was elected Assistant Treasurer.

Through his activity in the branches, "Dick" became much absorbed in sales problems. Constant calls on customers in the stationery trade, both with and without National salesmen, educated him in dealer relationships... acquainting him with the multitude of services which the stationer renders.



#### CONSUMER RESEARCH RESULTS IN TRAINING SCHOOL



The consumer's place in the picture, too, came in for study. To obtain first-hand information about users of National products, the new Assistant Treasurer . . . with the aid of the Company's advertising agency . . . personally made many calls upon firms using record-keeping equipment, both large and small.

The need for a greater understanding by the stationer of the requirements of business firms led to the establishment of a sales promotion department at the factory. To acquire wider knowledge of the way in which control problems of larger business could be solved by loose-leaf systems housed in the proper type of equipment, stationers were invited to send their salesmen to schools held at Holyoke in 1928 and 1929 for a week's intensive training. Unfortunately, the decline in business which set in at the close of 1929 rendered it inadvisable to continue with this educational program.



#### E. E. CORNWELL - FACTOR IN SALES PROGRESS



Chief credit for the growth of sales during this period is due to a man of quiet leadership, determination, and ability, who rose from the ranks to direct the sales and advertising operations of the Company. His name was Elmer E. Cornwell. After an outstanding record in high school, Elmer entered Williams College, but his education was interrupted at the end of his freshman year because of family misfortunes.

Starting as a "biller" in National's office in 1914, Cornwell came up through the order department during the hectic times of the war

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period. In 1921 he was appointed Assistant Sales Manager, and in 1926 won well-earned advancement to Sales Manager. He was the directing force in merchandising and selling . . . laboring without cessation to move National onward and upward. It was characteristic of Elmer Cornwell to collaborate with others, even on his own ideas.

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#### AN INNOVATION - THE MERCHANDISE DEPARTMENT



Elmer Cornwell and "Dick" Towne undertook new steps together. A most successful one was the establishment of a merchandise department, which continues to be an important factor in the progress of the Company.

Merchandising was divorced from sales management and promotion. To make this distinction clear, "merchandising" is interpreted to cover functions relating to "product"... for example, the topics of quality, price, and competition. All matters connected with "selling"... which obviously include relations with salesmen and with customers, branch management, and advertising... were continued under "sales management". The job of the product was segregated from the job of selling the product. Cornwell put his best efforts into the development of this activity, instituting the merchandise department upon sound lines, and building it to become one of vital importance to the Company.

This idea of separating sales and merchandise management was acquired from Henry S. Dennison, widely known head of the Dennison Manufacturing Company, whose many products . . . like those of National . . . flow through stationery stores throughout the nations.

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#### THE DISTRIBUTION RESEARCH ASSOCIATION



Mr. Dennison helped National in another way, too. In 1928 he invited friends from Carter, Eaton, Eberhardt Faber, Hunt Pen, Oxford, United States Playing Card Company, and National to join his company in forming the Distribution Research Association. These manufacturers of non-competing products . . . whose principal sales were in the stationery field . . . pooled individual information of value to all. At monthly meetings each representative related developments in his own company and discussed his selling problems . . . to obtain the advice of the others.

Out of these discussions there came into being research activities. Study was made of the sales of two representative stationers, each of which followed a different plan of merchandising. One of these was in Springfield, Massachusetts, where sales were made entirely from within the store. The other was in Atlanta, from which salesmen went out to cover the entire state of Georgia. Among the findings were two of particular importance to both manufacturers and dealers. The first was that on similar cost standards these stationers seemed to lose money on small transactions . . . and the second, that their bound book and loose-leaf lines were as profitable as any handled.

Another outstanding project undertaken under the auspices of the Distribution Research Association was an analysis of sales in New York and Ohio made of stores handling the goods of the eight members of the "D. R. A."... a study subsequently undertaken for all cities with a population of 200,000 and over, which brought to light many facts of great value from the marketing standpoint.

The central theme of Distribution Research Association discussions was, "What's wrong with us?" Neither stationers' nor the eight companies' sales had increased as much as general business from 1927-1929. A previously suspected trend was confirmed by the surveys. From 1928 to 1930 "D. R. A." companies registered gains in the chain store portion of their distribution, while sales to stationers remained static. In the ensuing depression years chains maintained the volume established in prosperous times. Business seemed to be slipping away from the commercial stationers.

With the fall of prices that took place as the depression wore on, variety chains were able to buy better goods than before. Also chains gave up price limits and began to stock items to retail at twenty cents and more. Chain outlets were increasing rapidly in number.

In the commercial field the stationer was suffering, too, from a gradual shifting of the purchases of substantial buyers... such as the government and large corporations... to manufacturers who sold them direct. In Michigan, for example, it was reported that as much as twenty-five per cent of the market was controlled by purchasing agents, who sought price and needed little service.

Thus with the loss of business to the chain stores and the diversion of larger orders to the direct seller, the stationer found himself left with a restricted market, consisting mainly of medium-sized and smaller corporations which he still served efficiently through his outside salesmen or his store. Small wonder that in some of the principal cities the full-line stationer was forced to abandon his historic location on the ground floor . . . and seek new quarters higher up!



The early thirties brought widespread gloom to American business. Orders for National goods in turn fell from \$3,100,000 in 1929 to \$1,600,000 in 1933 . . . a decrease which, however, compared favorably with the decline suffered by the industry as a whole. Production was curtailed. Obligations, which totaled \$745,000 at the end of 1930, had to be reduced at express speed in the face of operating losses. Three new bank connections were arranged. The Company was forced to let men go... to reduce wages and expenses... to see machines stand idle. The crisis called for every saving that could be made. It was a period properly called "tough" for everyone.

These times forced a thorough analysis of every operation in both plant and office to determine what economies could be effected. National... through the painful adjustments then carried out... emerged from the depression equipped to produce more efficiently and at a lower cost than ever before.

To secure a wider market for National goods obviously was the immediate problem facing the Company. Existing dealer outlets could absorb no more at the moment . . . business was too stagnant. Could a new market be found?

## INTO THE CHAIN STORE FIELD

Probably no marketing problem arising in the history of the National Blank Book Company was so earnestly debated as the question whether the Company should approach chain store buyers.

Up until now National had concentrated its entire effort on aiding



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established customers to meet chain store and direct selling competition. Could the Company, then, advisedly make overtures to the chains, which had been numbered among the stationer's greatest foes?

The decision finally reached was that National could do this without detriment to its friends of long standing, the retail stationers. In contrast to the stationers in the commercial field, it appeared that the chain stores were reaching and creating a new mass of individual users, most of whom were "first time" users, such as grade and high school pupils.

Behind the adoption of this radical step was the necessity of preserving the loose-leaf business built up since the dawn of the century. National formerly made large quantities of bound composition books and school goods, but over the years had seen that business go more and more to the "tablet houses". Now, ring books were being threatened in the same manner. Were encroachment to take place here on the same wide scale as before in the case of bound school goods, National and its dealers would lose the fastest growing portion of the loose-leaf line.

With an eye to the future National decided to approach the chain market. If quantity production could be obtained through this great new outlet, the company behind it could manufacture ring books in volume at lower cost. In due course such savings should work to the advantage of stationers. In spite of trade resistance, a permanently lowered price level seemed inevitable. Part of the National plan was to supply its stationery and school trade with products retailing at prices comparable with those at which the chain stores bought. Differences in retail price were justified by the selling service, delivery, and credit which established dealers offered.

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### METALS SUPERIORITY WINS THE CHAIN STORE



To induce the chain store buyer to purchase National products, he had to be *thoroughly* convinced that National had a ring book that was as good as those then carried in stock, which he had been selling to millions. The chains were successful and satisfied with their existing sources of supply.

National ring metals finally opened the door! After repeated calls on the Woolworth organization, their buyer became convinced of the superiority of National ring metal. He finally decided to ask manufacturers supplying him such books to incorporate National metals in their constructions. And . . . along with this . . . came an order to supply Woolworth with a quantity of the special "Eagle Line" ring books that National designed for chain store merchandising.

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### NATIONAL ESTABLISHES COMPETITIVE POSITION



During the depression drive on costs new equipment possibilities had been explored. When the increased volume of business appeared late in 1933, the Company was ready to go. Over \$200,000 was spent during 1933-1934 re-fitting the plant for mass production. This investment enabled the factory to handle the products for Woolworth at a cost level where, within a year, it broke even and better, and at the same time produced other lines at a cost lower than had been previously possible.

However, as will be told in the following Chapter, this entrance into the field of quantity production meant no lessening of the sales of the higher grade lines for which National had always been noted.

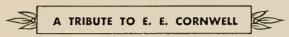
# The Era of the Feature Line

The ten-year period commencing with the upsurge from the depression was marked by further improvement in National goods, and the introduction to the trade of new products that met with widespread consumer approval. This was the "Era of the Feature Line".

Under the direction of Elmer Cornwell, the sales force... armed with Feature Line merchandise... enterprisingly marketed their products. Customers were carefully selected and franchises given for loose-leaf development. In the South and Far West National became a leader between 1930 and 1940... with a gain of fifty-four per cent in total distribution... far surpassing other sections. In this era the name "National" began to mean nation-wide distribution. Expanding business called for the most modern record-keeping equipment. National supplied it.

Dealers were given more extended service in re-selling National merchandise... planned sales promotion which enabled them to offer "something new" rather than just talk "price". Among these aids were displays, circulars, blotters, colored catalogs, direct mail, newspaper mats... all backed by magazine advertising.

National continued its policy of aiding the stationer to build prestige. As early as 1927, National . . . through its advertising directed by Dan C. Hegarty, Advertising Manager . . . had started to build up the stationer as one qualified to serve the consumer in the capacity of professional consultant . . . comparable to his doctor, lawyer, accountant. The phrase "My Stationer" . . . indicative of this advisory relationship . . . was brought to the forefront.



In the midst of this expansion National was deprived of the valued services of Elmer Cornwell, who died suddenly the very night he brought to a successful conclusion the 1936 Sales Conference. The National sales force and many from the factory and office attended his funeral, where fitting tribute to him was given by his dear friend and pastor, Rev. Benjamin P. Browne, in part as follows:

"We must recall how much remains to us as an imperishable treasure. His quiet friendship, who can take from us? The plans of his penetrating intelligence survive, and the ideals he so vigorously promoted are taking shape and force in the lives of many. His business genius for organization, his noiseless efficiency, have set in motion waves that roll on in the firm which he so ably served. In Y. M. C. A., in Sunday School, in Christian Endeavor, in Church, the investment he deliberately made in the lives of young people, will gather dividends in the long years to come. His imperial character, his loyalty to truth, his unselfish helpfulness, will continue their impact upon our minds and hearts, whenever we are lifted to exalted thinking; the steadfastness of his Christian manhood will renew our faith by its inspiring example, whenever we shall be tempted to give up the battle for the right. So much remains to shine in our darkness and to perpetuate the memory of a just and noble man."

How well Elmer Cornwell had organized his job... what an indelible impression he had made upon his subordinates and co-workers... is shown by the continuing growth of National. His spirit and work truly lived after him in "the ideals he so vigorously promoted", "the investment he deliberately made in the lives of young people", and in the "waves that roll on in the firm which he so ably served."

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Following the passing of Cornwell, his place in the direction of sales and promotional activity was assumed by "Dick" Towne... in addition to his duties as Assistant Treasurer.

### NATIONAL SALES LEADERS - CAMPBELL AND BUCKWALTER

One of the leaders in the sales organization during this period . . . well known in the memory of hundreds of dealers . . . was James M. Campbell. Brought into the National ranks in 1925 as a salesman, already possessed of rich experience in loose-leaf lines, "Jim" Campbell was assigned by Cornwell to work throughout the country in conjunction with the Company's regular salesmen, giving dealers and their staffs special help in selling loose-leaf goods and "preaching" the Feature Line.

In the same manner as heavy artillery opens up the way for the infantry, so did this master salesman facilitate the approach for his colleagues in the National sales force. No salesman could have done a more competent job than "Jim" Campbell in converting stationers to National products, and the Company sustained a severe loss when he resigned in 1939... to pass away later in that year.

Prominent among National sales representatives... and at the top today... is Paul Buckwalter, Manager of the New York branch. Paul graduated from Franklin and Marshall College in Lancaster, Pennsylvania... his home town... after which he went to Harvard Business School. There he was a classmate of "Dick" Towne, but their real friendship began in Holyoke where they worked together. Trained in the factory and office at Holyoke, Paul was given his initial field assignment in the early twenties, being sent to Chicago to become

Manager of the Company's young and growing branch in that city.

So well did Paul perform his duties in this position that in 1932 he was transferred to New York to assume the direction of that office. Here...in a highly competitive area...he has steadfastly kept National products in the forefront. Able and competent as a salesman, he is a popular figure among a host of dealers.

Paul Buckwalter is also exceptionally well qualified as a leader of men. Most of National's salesmen since 1934 have received a "workout" in New York under his guidance. The office at New York has experimented with new products and with new marketing methods. In every problem connected with sales, Paul's advice is sought. In recognition of his great value, he was elected a Director of the Company in January, 1937, to fill the gap caused by the death of Elmer Cornwell, and has just been elected General Sales Manager.

### THE SPECIAL ORDER DEPARTMENT

When it was realized that both stationers and National were losing business which formerly came their way to direct selling manufacturers, National decided to strengthen its representation in the field of "special orders". For a number of years the New York office had a fully rounded special order department. A similar setup was added to the Chicago office (which was further enlarged by adding manufacturing equipment in 1941).

In addition, a combination estimator and salesman came to the front in Holyoke. He was Harold Hansen, now head of the special order department at Holyoke. Starting with the cost and payroll department in 1919, he rapidly acquired knowledge of production

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and costs. Harold had a natural easy approach to complicated matters. Wherever he went, trade and consumers grew to like him and to depend upon him for help.

The possibilities of this department became more apparent in 1933, when National secured an order from the Pillsbury Flour Company for one hundred thousand aluminum visible books to contain recipes. This was followed in 1934 by an initial order... also for recipe books ... from a magazine publisher, which in the succeeding years ran up to a total of half a million copies.

From then on the work of the department has continued to increase. It has made a specialty of supplying large quantities of covers for catalogs, sales manuals, price lists, sample books, and loose-leaf to publishers like Prentice Hall, Standard Statistics, Moody, etc. Many an idea for a good new stock item has come from designing "specials" for such particular customers.

## THE MERCHANDISE DEPARTMENT

The merchandise department . . . established in the late twenties under the guidance of Cornwell . . . since 1932 has been carried on capably by Albert E. Farr.

Albert, too, rose from the ranks. Starting as an office boy at Holyoke in 1915, he advanced to the billing department, and later handled sales correspondence. In 1924 Albert went on the road, and for the next six years called on dealers in New England and New York State. His success in selling and his full knowledge of the National line resulted in his appointment as Merchandise Manager in 1932. Albert's duties in this capacity take up the major portion of his time,



but he is also National's link with the chain store buyers, and, as often as the opportunity presents, he is in the field on merchandising problems.

As Merchandise Manager, Farr sees that National's line of goods is sufficiently comprehensive to meet market requirements, and that items are priced at a competitive level. He also scans the field for new products, and improves existing products every season. Suggestions flow to him from the field constantly from customers and salesmen, and from the factory through F. Stanley Schade, the son of John Schade. The close teamwork between Farr and Schade has enabled National to keep up to the minute in merchandise.

### CREATING THE FEATURE LINE

Products in the Feature Line have arisen through alert minds seeking to improve the old. J. M. Towne's inspiration, coupled with John Schade's designing skill, produced "Metal-Hinge" and "Fibre-Back" in the twenties, starting National in the path of inventive progress, which rapidly widened to a broad paved road. F. Stanley Schade follows in his father's footsteps. Included among his creations are the "Stanite" cover, the revolutionary "End-Bound" method for reinforcing the edges of bound books, and the "Metal-Holed" sheet for loose-leaf. Father and son working together have been awarded hundreds of patents . . . the foundation for the progress of National goods . . . and have continually devised new products to meet increasing demands of business for more efficient and economical means of record-keeping. The romance behind the creation of National's Feature Line is here told for the first time.

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Earliest among inventions of the thirties was the "Stanite" cover, the name coming from that of the inventor, Stanley Schade. "Stanite" was evolved through research to avoid warpage, so common in the usual forms of binder board. It is a case-hardened, superfinished, polished composition board. Moulded under intense heat and terrific pressure, "Stanite" has a wear-proof surface, and, being water-proof, can be used outdoors as well as in.

### "END-BOUND" - A NEW TOUCH IN AN OLD PRODUCT

Even in a product as standardized over the years as the bound book, a striking and valuable innovation can be made, to wit, the "End-Bound" feature. Around 1933 a visitor at the plant mentioned that the edges of his bound ledgers were not standing up under heavy usage.

Any bound book will show signs of wear after it has been pulled back and forth over a desk for many years, but National executives asked one another, "How can we make a bound book that will last longer?" The project was placed in the lap of Stanley Schade.

"Stan" found the answer in a simple... in fact, an old... procedure that went back to the early days of the Company when "ends and bands" were the best bindings made. He bound the ends and corners with leather, thus reinforcing the book at all points of wear. He added "hubs" (slight humps) to make this leather binding project at top and bottom of the back of the book, so the book actually "rode on a cushion". Result... a handsome, long-wearing bound book that looked like an entirely different product, and put new life in the whole

line! "End-Bound" columnar books were received with especial favor.

## ORIGIN OF THE "RING-FOLIO"

Today everybody knows about Talon slide fastenings, perfected to open and close in a jiffy. But ten years ago they were not so well known, nor so widely used.

Around 1932 National and a dozen other manufacturers thought of using Talon fastenings to fashion a portfolio out of a ring book. The primary question was, "Who would get patent rights to this product?" National, in self-protection, filed a claim. An elaborate interference developed in which the Hookless Fastener Company took part on the side of National and some of its friends. The Company took pride when John Schade was judged the inventor of the zipper fastening on ring books. As previously agreed, the Hookless Fastener Company paid all legal costs, and National assigned to Hookless its patent. Long before this, however, National "Ring-folios" were highly successful in both college and commercial fields.

### THE "LOCK-BOOSTER" DEVICE FOR RING BOOKS

Among the many features pertaining to ring books was the "lock-booster", an exclusive National idea conceived by J. M. Towne in 1936. The development of this device came about through experience with the "Ring-folio", which in its original form was found to present one serious difficulty . . . the rings would come open when the "Ring-folio" was roughly handled, allowing the sheets to spill out.

The "lock-booster", developed to overcome this problem, served a

double purpose. Not only did it operate... like previous boosters... to open the rings with ease, but it also acted as a lock to keep the rings tightly in place when the "Ring-folio" was closed. It gave assurance that when the book was tossed on a desk or dropped into a drawer, the rings would never spring open accidentally. In ring books of one and one-half and two inch capacity the "lock-booster" kept fingers away from the jaws of the opening, adding to convenience and safety.

This improvement soon became standard in all higher-grade ring books made by the Company. In comparison with cheaper products they stood out convincingly. Worth every cent of their higher price, they found a ready market among business and professional men who wanted books that look well and stand up under hard usage.

### "SPIRAL" BINDINGS COME INTO USE

Another development of the period was "Spiral" or coil wire binding, which has become increasingly popular. Behind the use of coil binding is a most interesting and little known story . . . one with an international flavor.

"Spiral" was originally patented in Germany, the patent rights were owned by a French company, and the right to use this binding was marketed in this country by an Italian who came here for the purpose. About a year after "Spiral" was known to be a success, National asked this representative for a proposition. His only reply was to ask an exorbitant royalty for "Spiral".

Discouraged, but not defeated, National made an extensive search abroad of the conditions under which the "Spiral" patent had been granted. Much to the Company's surprise . . . and that of the United

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States agent for "Spiral"... this investigation revealed a flaw. The basic application in this country had been made thirty-one days after the allowable year from date the first patent was issued in Berlin... therefore the patent rights in the United States were invalid!

National invented a new end-turning, and prepared to manufacture its own type of coil binding. (The end-turning was the subject of a suit much publicized but never brought to trial by "Spiral".) The name "Tumbler", indicating that the sheets can be tumbled or flapped over backward, was assigned to National's new product. "Tumbler" steno books and analysis pads have been among the most successful items of the Feature Line.

### LOCKING DEVICES FOR POST BINDERS

During the thirties much study was given to the improvement of the locking device employed in loose-leaf post binders. Up until this time it was the general practice to have two lines of post binders, end-lock and top-lock. The obvious saving of having just one metal to manufacture and stock in the trade led to a search for a top-lock mechanism which could be securely locked. Out of much experimentation "Bi-Lock" appeared in 1935. Once the control lock on the top was turned with a distinctive key, the ledger could be opened with the touch of the fingers.

An excellent product for several years, "Bi-Lock" came to be partially succeeded by "Nat-Lock", a device specially designed to meet the exacting specifications of the Western Electric Company. "Nat-Lock" is the simplest of all post binder devices . . . each post has its own lock opened by thumb pressure.





NATIONAL'S FEATURE LINE ITEMS ARE RECOGNIZED LEADERS

## A NEW TOUCH IN COVERS

When the "Nat-Lock" binder was introduced to the trade in 1939, it appeared in an entirely new type of cover . . . linen-finish buckram binding.

This development came from two other industries . . . aviation and luggage. Luggage makers had developed a covering light in weight, resistant to scratch and scuff, and readily cleansed. National called this "armored buckram" and found it ideal for heavy binders and ring books. By combining "armored buckram" with "Nat-Lock", Albert Farr created a valuable addition to National's Feature Line.

### **3**

#### AN OUTSTANDING DEVELOPMENT IN THE VISIBLE FIELD

Meantime great progress was being made in the visible field. John Schade invented the automatic shift control for use with binders of the prong type. One lever was made to do the work formerly done by two in shifting or removing sheets. All the operator needed to do was to move the lever, which automatically opened the prongs and then shifted them up or down . . . one space at a time, as many as might be needed. This made the insertion of new sheets, the removal of dead ones, and re-arranging operations exceedingly simple and swift. In addition, the binder opened flat immediately, and was in posting position the instant the covers were flung back.

National, it may be observed, has been the only company to offer visible binders in three types...ring, prong, and post. This has given the Company a marked advantage, in that the dealer can always recommend the National binder best fitted to the customer's needs.

To acquaint dealer salesmen with the many opportunities for sale of visible equipment, National had a sound film produced, based on actual equipment sold in Harrisburg, Pennsylvania, by the Office Equipment Company's organization. The pictures were "shot" on location, and the cast was composed of the men in the organization who sold installations of National "visible". Dealers who have shown this film to their sales representatives report that it has proven of great value.

#### "METAL-HOLED" - A NEW IDEA IN REINFORCEMENTS



Stanley Schade was just as active in another direction. The year 1939 saw a striking new feature added to National's products . . . the "Metal-Holed" sheet for loose-leaf books which prevents tearing at the holes. In the "Metal-Holed" sheet very thin copper reinforcements became bonded to the paper, so that the combination is three and one-half times as strong as paper alone. Important, too, is that the additional bulk caused by the copper is only sixty per cent . . . against one hundred and forty-two per cent for cloth "washer" reinforcements.

Other advantages, too, are possessed by copper reinforcements. They are unaffected by the atmosphere, and since the moisture-proof binding does not loosen in wet weather, the reinforcements cannot peel off and the copper never curls. The United Fruit Company, whose refrigerated ships ply the tropics, was one of the earliest buyers of "Metal-Holed" sheets. Thousands of other users, such as the Pittsburgh Plate Glass Company, found durability for the first time in ring book sheets.

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### LEADERSHIP IN PAPER WITH "EYE-EASE"

Outstanding among the product developments of the thirties has been something new and important in paper . . . "Eye-Ease".

Made by Hammermill at the suggestion of National... and marketed exclusively by National... "Eye-Ease" with its optically correct green-white tint, and its scientifically right brown and green ruling, has proven a feature of the greatest value in record-keeping.

The "tip-off" that led to the creation of "Eye-Ease" came to the Company in 1933 through a visitor from Canada, who said he had seen a paper that was green in color and was reputed to be helpful in preventing eyestrain.

"Dick" Towne, who in college had used paper of various colors under different lighting conditions, became immediately interested. Perhaps a new paper with no glare on its surface would be just what accountants and bookkeepers might welcome. He turned the project over to Stanley Schade with the suggestion that he experiment with various colors.

The paper that Schade brought back to him as most appealing was light green in color, and the columns were ruled in green and brown ink. The sample looked so good that "Dick" Towne took it with him on his next trip to Washington, which city he visited frequently in "N. R. A." days, just as he does today in World War II.

Upon submitting the specimen to the United States Bureau of Standards, "Dick" found that the experts thought well of this colored paper that got away from the commonplace white sheet. The green shade seemed beneficial to the eyesight, and the new rulings in green and brown were definitely preferable to the old-style lines in red

and blue. Unquestionably, the idea was worth carrying further.

Returning to Holyoke, "Dick" asked two paper manufacturers if they would be interested in making an experimental run, to be tested out in National loose-leaf books. But the idea did not appeal to either mill.

Then "Dick" presented the idea to the Hammermill Paper Company, who welcomed the opportunity to try its hand. The desired paper, with its quiet, restful color, soon came from the mill. It was ruled at the National factory. The new paper was christened by Dan Hegarty with the appealing name "Eye-Ease", and at Farr's suggestion was incorporated with "Stan" Schade's new "End-Bound" blank books to make a double improvement. It "clicked" immediately.

Each sheet shows the "Eye-Ease Hammermill" watermark, which National has consistently protected against the host of imitations that subsequently came on the market.

In spite of competition, National advertising and dealer enthusiasm created a real demand for "Eye-Ease". Back in 1933 National's purchases of Hammermill papers were almost entirely confined to white. In 1941 purchases were four times those of 1933, and practically the entire increase was "Eye-Ease". In blank books of "End-Bound" construction "Eye-Ease" paper in 1941 was a two-to-one favorite, and on its tenth anniversary in 1943 it looks like four-to-one!

## FEATURE LINE SUCCESS

The fully automatic shift visible binder, machine posting trays, metal-hinge ring books, "Eye-Ease" paper, "Bi-Lock" and buckrambound "Nat-Lock" post binders gave National a distinctive feature

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CATALOGS TELL THE STORY OF NATIONAL'S FEATURE LINE

item in each of the important loose-leaf lines. "End-Bound" blank books completed the selling program, which was then packaged for promotion purposes in a three-colored lithographed catalog, and offered at low cost to dealers, imprinted with their names. The first edition of this catalog ran to ninety-five thousand copies purchased and distributed by three hundred and ninety dealers in the fall of 1938. Coupled with these catalogs was a sales contest with three hundred and twenty-two Stetson hats offered as prizes to dealer salesmen.

In 1939 another fall campaign on feature items . . . with an improved catalog and added prizes of two hundred "Eye-Ease" neckties . . . produced equally good results. In addition, forty-five thousand Feature Line catalogs were mailed direct from the factory to selected important users of record-keeping devices. The campaign ran again in 1940 with over one hundred thousand catalogs entitled "Better Records", and only the restrictions imposed by priorities prevented its repetition in 1941.

Over three years Feature Line purchases more than doubled. National thanked its four hundred cooperating dealers who paid \$16,000 toward the Company's selling investment of over \$56,000. National enhanced its reputation, and dealers established a repeat demand for truly superior products.

In the future... as in the one hundred years that have passed... National will base its progress upon the many hundreds of loyal dealers who distribute the Company's products. These staunch dealers enabled National to become a leader in the industry, and National will ever strive to prove worthy of their fullest support and co-operation.

Feature Line experiences point the way to future sales. New feature products will lead National and its dealers to post-war prosperity.



## NATIONAL AT THE HEIGHTS

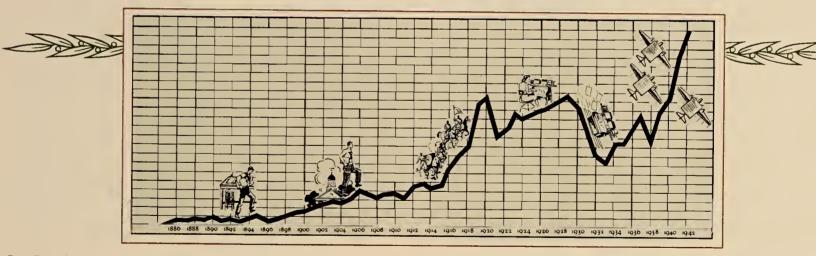
All factors in the era contributed to National advancement. Ability to produce quantity goods at low cost . . . development of Feature Line items to sell at profitable figures . . . aggressive salesmanship in the field . . . capable management at Holyoke . . . all combined to move the Company forward.

Sales . . . which had fallen approximately fifty per cent from 1929 to 1933 . . . showed a substantial increase in 1934, when the "recovery surge" pervaded the nation. Holding steady in 1935, they rose sharply in the next two years, reaching \$2,700,000 in 1937. The year 1938 saw a reaction in business that drove sales down severely, but in 1939 the figures turned up again and topped those of 1937. In 1940 sales almost reached the familiar level of \$3,100,000 recorded in the boom years of 1920 and 1929.

Then in 1941 . . . with higher prices and increased demand due to war abroad and its threatened spread to our shores . . . sales surpassed all previous marks in the Company's history, reaching \$4,100,000.

The outbreak of war in December, 1941, brought still more orders to the factory at Holyoke. In 1942 the United States Government became one of National's largest customers. A year after the attack upon Pearl Harbor, National concluded its greatest year with sales amounting to \$4,750,000.

Financially, the Company was never in a better position. A stock dividend capitalized previously earned surplus to the extent of \$600,000 in January, 1941 . . . a score of years after the previous increase in capitalization in 1921 . . . making National's capital stock \$1,500,000. Assets were at their height, there was no borrowed money, and surplus seemed ample for all requirements. National was prepared for whatever lay ahead.



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# From Peace Into War

All these important developments contributing to National progress were the source of greatest satisfaction to Frank B. Towne, the Company's head. He watched with pleasure and a full measure of interest, the rise of young executives to assume duties of major responsibility. He noted with approval the development of Feature Line goods.

Rounding out fifty years with National in 1938, "F. B." could truly take pride in the growth of the Company... in the important position it occupied in the industry... in the high regard in which National was held by the trade. It was his forethought and management that had made all this an actuality. And of this fact his associates and fellow workers were fully aware.

Thus it was that on the mid-winter afternoon of January 15, 1938, the entire office and plant staff of the Company gathered in the shipping-room of the Holyoke factory for a single and expressive purpose . . . to honor Frank B. Towne upon the completion of his fiftieth year of service as Treasurer and the directing head of the National Blank Book Company.



Although apprised that the celebration was to be held, Mr. Towne was quite unaware of its nature... that he was to hear an "open letter", the appreciative message from a business family to its chief, read to the assemblage by the master of ceremonies, Paul B. Buckwalter.

And a remarkable letter it was. The occasion alone would have made it such... for it is rare, indeed, in the annals of American business firms that a group can gather to commemorate a half-century of continuous leadership by a single individual.

Too long to quote in full . . . but too close to the history of the National not to cite in part . . . the "Open Letter" in these few concluding extracts summed up the sentiment of all who met together on that memorable day in 1938:

"And so, 'F. B.', today rounds out fifty years of your management of our company and your leadership of our family... Under your guidance a small company has grown into one of the leaders in its field. This in itself is great accomplishment in our highly competitive business world....

"But our greatest appreciation is that of human beings, for the success of National touches all members of its family very directly and personally. Our company is the means by which we earn a living in happiness and self-respect. Some seven hundred of us find employment in a firm which, but for your constructive management, might still be a struggling concern employing less than a hundred. Here grown children find work and contentment where their parents worked before them—often where their fathers and mothers met. Here National has made a way for us to support our families and maintain our homes. Surely it is a major success in life to have made two blades of grass grow where only one grew before.

"Fifty years ago in 1888, 'F. B.', we used to make a book called No. 1025. Handmade, every page and every stitch, in the most loving craftsmanship, bound in sheep, with red Russia ends, bands and fronts, tooled in gold. We like to think that somewhere the Recording Angel keeps a No. 1025 Journal, close-written page after page with the record of the Private and Personal Good Deeds of F. B. Towne."

Upon the conclusion of the reading, a specially printed copy of the

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NATIONALITES PARTICIPATE IN HOLYOKE'S VICTORY PARADE, 1942

"Open Letter", bound in the style of that old 1025 Journal, was presented to "F. B." by a committee of Old Timers . . . a possession that will be treasured by him to the end of his days.

### NATIONAL'S 100TH ANNIVERSARY ... 1943

Five years have elapsed since "F. B.'s" fiftieth anniversary. It is now 1943 . . . the fifty-fifth anniversary for "F. B.", the one hundredth anniversary for National.

These five years have seen the continued development of National's Feature Line goods. They have been years of progress, rounding out in fitting manner a century of service by National to the science of record-keeping.

It is these same five years that have witnessed a vast change in the economy of our nation. Since 1938...a year of peace...our country has been inexorably swept into the maelstrom of global warfare. The year 1943 finds the United States a commonwealth in arms to ensure the preservation of liberty and freedom...that this world may be a safer and better one for posterity.

To this great cause National . . . in its one hundredth year . . . is giving its fullest support. The Company has adapted itself to meet the demands, and to conform with the limitations, brought on by war.

### NATIONAL'S MEN AND MONEY AGAIN GO FORTH TO VICTORY

National's contribution to the fighting forces of the nation in World War II is recorded in the ever-growing list of names attached to the service plaque that hangs in a prominent place on the office wall at Holyoke. The number of Nationalites so enrolled was one hundred and seven on April 14, 1943, on which day a service flag... presented to the Company by the Old Timers Club... was dedicated by the Army Industrial Service, and placed in the custody of Vice President J. M. Towne, whose son, Lieutenant W. Brewster Towne, is serving on a PT boat. Fitting tribute was paid to Private Earl W. Wilson of the shipping department, who was reported "missing" on February 2, 1943, due to the sinking of a ship in the North Atlantic as the direct result of enemy action. More Nationalites are now serving their country than the total in World War I.

And then, of course, many of those who stay at home are participating "after hours" in Civilian Defense activities. Through service as air raid wardens and as members of first aid and nursing units, and through enrollment in the Massachusetts State Guard, Nationalites continually do their part to protect the home front.

Contributions in money likewise flow to the aid of the nation in war. National as a company is purchasing generously of Victory Bonds, and the employees are subscribing to bonds and stamps according to their means. An organized procedure for increasing these contributions has been instituted throughout the factory...a patriotic undertaking heartily supported by Local 48 of the International Brotherhood of Bookbinders as a body and by the workers as individuals.

As of February, 1943, the bonds purchased by National employees amount to \$116,500, and these holdings have been increased by Company gifts of \$47,325. Additional purchases of bonds by the Mutual Aid Association, the Credit Union, and by the Company for its pension trust bring National's Victory Bond total to over \$200,000.

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HOLYOKE

· JOHN ADAMS EDWARD ALLEN · CHARLES REATON

DONALD CHOQUETTE

· DAVID L. IRONSIDE · · GEORGE COTE · EARLE F CRAVEN JAMES P. CRAVEN ROBERT K. LEAVITT GEORGE E DUNN RAYMOND McDONALE · ELLARD GUIMONO J JEROME HENNESSEY · WILLIAM D. DANA HENRY DEPOT GILBERT FONTAIN JOSEPH HEROUX

ELMER MORRISON

· WILLIAM MORIARTY · HAROLD ROBINSO · DR WILLIAM TEAHAN

RAYMOND WATERFIELD

CHICAGO

JOHN R.S. BOYO · BERNARD L. BURGEN · WILMAR C. STOLDE GEORGE M VANLEUR · ANTHONY DEMBINSKI EDWARD EVERNAN · SAM J. CAMPISI

STUART REED FERGUSON - ROBERT LONGO · ANTHONY DIBIASE

ERWIN MACEWICZ DAVID LEVIN

KENNETH J. NEARY

· EUGENE MICHALOWSKI · ALPHONST LEPIANLA

**NEW YORK** 

LEANDRE HUDON · ERNEST GAMACH

HENRY LAWLER '

· ALBERT J. BEYNER · WILLIAM F. LINDENBERGER. · WALTER WOEBCHE



\* \* \* \*

MORE NAMES WILL BE ADDED BEFORE VICTORY IS WON

THESE NATIONALITES ARE SERVING IN WORLD WAR II

\* \* \* \* \*

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ARMY AND NAVY VISITATION DAY AND PRESENTATION OF SERVICE FLAG, APRIL 14, 1943



PARTS FOR ONE OF THE WORLD'S FINEST WEAPONS...THE BROWNING AUTOMATIC RIFLE...ARE MADE BY NATIONAL

### GUN PARTS NOW COME FROM NATIONAL



Today . . . as during the previous war . . . National's "metals division" produces gun parts. The same shops and men that make parts for loose-leaf now do their utmost to give America's soldiers one of the finest weapons in the world . . . the Browning automatic rifle.

The Browning automatic . . . not to be confused with the machine gun also invented by Browning . . . is a weapon light enough to be carried by one man, yet can fire cartridges in clips of twenty almost as fast as a machine gun. A triumph of American ingenuity, this weapon was first developed in World War I, and was just being turned out in quantity when the Armistice was signed.

Subsequent to 1918, this weapon has been refined and improved, and is assuming more and more a place of importance. This "smart-shooting" gun can keep an advancing enemy pinned to the ground. To come forward in the face of its rapid, accurate fire is virtually suicide, as several hundred Japs learned in attacking Guadalcanal. Every platoon of infantry is supplied with four Brownings, and thousands more are being required to protect motor convoys, so that the quantity requirements are enormous.

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### NEW ENGLAND SMALL ARMS CORPORATION



How to get these rifles produced in volume sufficient to meet the Army's needs? That was the problem facing the War Department early in 1942. To solve it, Army officers went to Rhode Island to see J. D. A. Whalen, President of the Boston Wire Stitcher Company, a successful office specialty manufacturer. Mr. Whalen wholeheartedly

responded to the Government's call, and sent a representative to find factories which could produce parts.

Ten manufacturing concerns...all in Massachusetts, Connecticut, and Rhode Island... were approached with respect to their availability to handle the work. Their executives met with the head of "Bostitch" and his engineers, and went over two hundred and sixty different blueprints of parts! Each man indicated which parts his company would be interested in attempting to make.

Then several manufacturers dropped out, leaving finally six members in the pool. It seemed a small group for so large a task, but every one was enthusiastic, and the meetings had been so harmonious that the six decided to undertake the contract no matter how big. And it certainly was big. The Army wanted five times the rate of production of 1918!

To facilitate organization and operating details, the six firms making parts for the Browning rifle formed the New England Small Arms Corporation. Each concern sends its representatives frequently to Providence for corporate meetings and to expedite parts production. Among the directors of this corporation is Richard P. Towne, National's Assistant Treasurer.

National's share of the co-operative project consists in making small, but important, parts for the Browning gun. To make this production possible, the entire fourth floor of the loose-leaf factory has been cleared for action, and other entire sections of the lower stories... comprising some of the divisions in which loose-leaf metals are made... are now engaged in war production. Many of National's most skilled and trusted metal-workers are busily at work on gun parts... day and night... and quantity output is steadily being

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stepped up. Browning automatic rifles are giving a good account of themselves overseas. Thousands will follow...made by New England Small Arms...until victory is won.

### 3

### APPROACH OF WAR BRINGS CURTAILMENT PROGRAM



Priorities and Industry

And now . . . what of National's normal production of loose-leaf and bound book items? What has the advent of war meant to goods that have been so serviceable to business and to individuals . . . that have become such an integral part of record-keeping processes down through the years?

Although war did not strike this country directly until the close of 1941, it became apparent to the Company's executives as early as May of that year that a simplification of lines would be demanded under war conditions. A tentative program of revisions was prepared to this end . . . to be put into effect as soon as conditions made such action mandatory.

Under this plan the goods in the National line were divided into three groups:

Those in the "A" Group were of minor importance, decreasing in sales. Since good substitutes were available in every case, these items could be eliminated without much difficulty.

Included in Group "B" were goods either slow in sales, or low in gross market value, for which in most cases substitutes could be offered. These would be next to go as the emergency became more acute.

The items in Group "C" included many goods important from the selling standpoint, but which could be eliminated in extreme emergency, since practical replacements were available.

Thus, over the ensuing months, it has been possible for National to make such changes in its lines as war priorities have required ... all in

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accordance with a definite program which has imposed a minimum amount of hardship upon the Company's customers.



Early in 1942 . . . shortly after the United States entered the War . . . it became apparent that steel would become increasingly difficult to obtain, thus imposing severe limitations upon production of metal parts for loose-leaf.

That this was no unjustified apprehension was evidenced by the issuance of Steel Conservation Order M-126 by the War Production Board in May, 1942, which threatened to eliminate entirely the loose-leaf binder line.

To avert such drastic outcome, representations were promptly made to the Appeals Board and the Printing and Publishing Branch of the War Production Board by National and other loose-leaf manufacturers. They demonstrated the essential nature of loose-leaf records to industry... especially to firms engaged in war production ... and revealed how little steel was actually necessary to continue a simplified line.

As an example of ways devised by ingenious minds at National to reduce the use of precious steel, may be cited a binder construction in which wood replaces steel as the important factor. The mechanism of today's post binder requires only three and one-quarter ounces of steel, whereas the former construction required over four times as much. In ring book binders of one-inch capacity the new wooden book takes but three-fourths of an ounce of steel... a great reduction from the eighteen ounces previously used. And in ring binders of

two-inch capacity only two and one-half ounces of steel are employed, against twenty-four ounces in the old style.

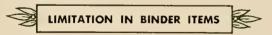


As the result of these representations, the War Production Board modified the severity of its original ruling. In its place came Limitation Order L-188, which restricted usage of steel to thirty per cent of that employed in 1941. Thus, an essential industry was saved from closing down for the duration.

Order L-188 did not confine itself solely to restricting the use of steel. It went on to do away with certain goods and product features regarded as non-essential.

Out of the window went round-back steel ledger binders, all metal hinges on ring books and post binders, all boosters and automatic opening levers, loose-leaf memorandum books, ring visible binders, and ring books with Talon fastenings. All National feature items in loose-leaf binders became war casualties on August 4, 1942.

(Previous to this order, "Tumbler" wire binding had been entirely eliminated, and the amount of steel permissible for machine accounting trays had been reduced to a minimum.)



In addition, Order L-188 imposed severe limitations upon products that might still be manufactured, thus bringing about greater simplification of lines. National's May, 1941, plan was put into full effect at once. Out of six hundred and fifty-five different National binders

items, trays, etc., requiring steel in 1941, three hundred and eighty-five were eliminated by this order.

Then, to assure that the steel which National possessed...and what little more it might obtain... would be used only in the most important goods, the Company itself proceeded to make further elimination of unimportant sizes. Under this drastic revision one hundred and seventy-nine more items were removed from the catalog.

As the result, National in 1943 offers ninety-one loose-leaf binder items, as compared with six hundred and fifty-five available in 1941! In spite of this curtailment in lines, the Company hopes that it will still be able to deliver as many binders as heretofore . . . subject only to ability to obtain the permissible quantity of steel still essential in construction. While the selection is obviously limited, the items still available are expected . . . in most cases . . . to be sufficient to maintain the records essential to needs in wartime.

### MODIFICATIONS IN BOUND BOOKS AND PAPER

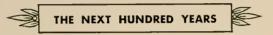
The bound book line has likewise been simplified by making fewer choices available, particularly in special-purpose items where a smaller number of varieties can meet requirements. As the result, National's bound book line in 1943 has seven hundred and forty items, whereas in 1941 the number was one thousand three hundred and fifty-nine!

Paper stock, too, has come in for curtailment, but not "Eye-Ease". Instead, "Eye-Ease" stock is replacing white paper where it meets the same needs. Certain thicknesses have been eliminated to conserve paper. As further reductions in paper and material prove necessary, additional steps in simplification will be taken... always keeping care-

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fully in mind the items most essential in the war program. It is believed that the basic requirements for record-keeping are provided for in the items remaining.

The Company is not alone to benefit from the simplification that has taken place. These reductions will simplify inventories of National dealers and aid them to conform to regulations of the War Production Board.



One thing is sure. Inventive progress will continue at National, based upon the men who plan its course and build its goods.

Andrew Carnegie, the steel magnate, once said, "Take from me all the ore mines, railroads, manufacturing plants, and leave me my organization, and in a few years I promise to duplicate the Carnegie Company!"

F. B. Towne, National's head, echoed Mr. Carnegie's words with his own, when in 1938 . . . in reply to the "Open Letter" read

on the occasion of his fiftieth anniversary . . . he stated:

"I should like to make one point. I am not the 'boss' of this business, I never have been. We need no boss around here. We all have one boss and that is the success of our business. That success has been and should be the only real boss for every one of us. . . .

"The thing that makes this company what it is, is the spirit of its employees. The desire to produce a product of good quality is unanimous with every one. The success of the business is not the work of any one person, but the result of all working together as a unit. The happy and friendly spirit shown in this room is evidence enough of that."

The men and minds at National that conceived the many devices to advance the cause of better record-keeping, and created the Feature Line products for which the Company is noted, are busy today.

They are engaged not only in adapting goods to the conditions of the moment, but are also planning new products which . . . in the renaissance to appear with the coming of peace . . . will be of still greater aid to business and to the individual. It is this spirit of comradeship for progress within the "National Family" that will make the next hundred years a period of advancement surpassing the achievements of the century that has come to a close.





#### LIEUTENANT W. BREWSTER TOWNE, U. S. N.

Lieutenant Towne, son of Vice President J. M. Towne, received his appointment as Ensign, January 1941. One of his classmates in the special training course at Harvard Business School in 1941 was President Roosevelt's youngest son, John. Lieutenant Towne has been serving in the Pacific area since August 1942.

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# The "National Family"

National owes much for its progress to the competent men and women . . . both at Holyoke and in the branches . . . who compose the "National Family". Through their skilled and conscientious activity . . . day by day, year after year . . . they have produced and marketed the National books, covers, metals, and forms accepted by business throughout the world as the "last word" in record-keeping equipment.

Many of these people have spent their entire working lives furthering National's advancement. There are numerous families in which several members are employed in the National organization. Over the years they have come to regard the Company as an integral part of their being. To National they have given their fullest loyalty and their utmost effort.

### THE MEMBERS OF THE "NATIONAL FAMILY"

This Chapter is therefore devoted to them and to their activities . . . both as individual workers and as members of groups associated together for mutual pleasure and advancement.

The pages immediately following contain the names of all members of the "National Family" who were on the Company's payroll on May 1, 1943, including those on leave of absence who have joined the colors. The names of those in the armed services are designated by an asterisk.

Each and every member of the National organization deserves

mention... as well as those whose names have appeared in the earlier pages of this book. Adequate treatment, however, would require at least another volume. But it would be unfair to omit some mention of persons whose responsibilities are great, yet little known outside of the factory.

## WORDS OF APPRECIATION

National's suppliers know Robert W. Ely, Purchasing Agent, through whose office pass orders to paper mills, binding material manufacturers, steel companies, and many miscellaneous sources of supply... to the amount of two millions of dollars per year. Loyal suppliers through thick and thin have played a vital part in National's success over the last century.

Requisitions for these supplies emanate from Alton B. Hughes, Production Manager, whose task is to administer factory operations and control inventory...lately in excess of \$1,000,000. Controlling the funds for these operations and also the direct management of the Holyoke office is the responsibility of Walter E. Holman. Budgets, bank accounts and taxes keep him busy, to say the least. Assisting Mr. Holman are Frank Koehler of the cost department, and Mary A. Shea, Credit Manager...known as "Mr." Shea to so many customers.

John A. Long heads service on orders to customers and to branches, and he is also the very efficient Traffic Manager. Last year six thousand eight hundred and forty-five tons were shipped from the Holyoke

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factory, seventy-five per cent of which went by rail freight. Harris M. Tanner is a familiar name to most of the Company's customers. He answers their letters dealing with customer relations. D. C. Hegarty is known to everyone who has employed National advertising during the past twenty-three years.

In the main factory there are Richard M. Weiser, Superintendent, and three Floor Heads, or General Foremen. They are Alfred J. Choquette, William R. Knowles, and Andrew B. Mangum, whose

management calls for co-ordination with the office, with each other, and with the Metals Division under Superintendent Carl G. Rising and his assistant, Roland F. Peltier.

There is no end to the story of willing, hard-working, intelligent people who deserve credit for the fine results achieved by the organization as a whole. They are individuals who as business men make National efficient and successful.

### → Officers ⊱

### → Directors :

The Board of Directors consists of the above Officers and

PAUL B. BUCKWALTER, General Sales Manager, New York City
\*WILLIAM D. DANA, Burton, Cluett and Dana of New York City
\*Herbert S. Towne, Van Strum and Towne of New York City
WILLIAM E. TUCKER, Mudge, Stern, Williams and Tucker of New York City

### → Branch Offices ⊱

New York City, Boston, Chicago, San Francisco

\*In service



Sitting: D. C. Hegarty, Advertising; J. M. Towne, Vice President; W. E. Holman, Auditor; F. B. Towne, Treasurer; E. S. Towne, President; R. P. Towne, Assistant Treasurer; A. B. Hughes, Production.

Standing: Francis Fleming, Estimating; J. A. Long, Customer Service; R. F. Peltier, Assistant Superintendent; R. W. Ely, Purchasing; A. E. Farr, Merchandising; Herbert Burton, Social Goods; Harold Hansen, Special Orders; Frank Koehler, Cost; H. M. Tanner, Customer Relations; Alphonse Wilhlem, Estimating.

Not in Photograph: MARY A. SHEA, Credit Manager.

OFFICE EXECUTIVES





Sitting: Otto Drescher, N. J.; J. R. Norris, Southeastern States; H. J. Ferry, New England; H. H. Spurlock, Pacific Coast; R. L. Hammond, Neb., Ia., Minn., N. D., S. D.; R. V. SCHUMACHER, Ohio, Ind., Ky.; \* J. P. DAVIDSON, Boston; R. E. WALL, New York City.

Middle Row: W. A. Waldvogel, Chicago, Mich.; \*F. E. Horner, N. J., Penn.; J. J. Macek, New York City Specials; T. H. Hanson, Okla., Tex., Kan.; Lester Weber, New York City; GEORGE NICKLAUS, New York City; R. P. Towne, Assistant Treasurer.

Top Row: William Muir, Chicago Branch Manager; J. S. Croke, New York; J. P. Hawker, Wis., Chicago; R. C. Bauer, Ill., Mo.; G. E. Harscheid, Philadelphia, Baltimore, Washington; P. B. BUCKWALTER, General Sales Manager; GEORGE MARX, New York City; A. G. QUINN, New York City, Conn.

Not in Photograph: W. H. O'Brien, Middle Atlantic States; L. O. Rose, Chicago; \*W. F. B. Lindenberger, New York City; \*John Staubach, New York City; \*John R. S. Boyd, Chicago; R. E. Fletcher, Boston; Samuel J. Orr, Southeastern States.

\*In Service



SALESMEN





#### **SALESMEN**

J. SIDNEY CROKE, So. Hadley, Mass. HARRY J. FERRY, Longmeadow, Mass. RAY L. HAMMOND, Des Moines, Ia. Thomas H. Hanson, Tulsa, Okla. George E. Harscheid, Philadelphia, Pa. Walter H. O'Brien, Pittsburgh, Pa. Samuel J. Orr, Atlanta, Ga. Ray V. Schumacher, Columbus, O.

#### DEPARTMENT HEADS

Walter E. Holman, Office Manager, Auditor Alton B. Hughes, Production Manager Frank Koehler, Cost Department Robert W. Ely, Purchasing Department Sidney E. Whiting, Jr., Personnel Manager Louis A. Gendron, Tabulating Department Mary A. Shea, Credit Department Albert E. Farr, Merchandising Manager Harold Hansen, Special Orders Herbert Burton, Social Goods

JOHN A. LONG, Service Manager
HARRIS M. TANNER, Customer Relations
DENNIS C. HEGARTY, Advertising Manager
FRANCIS E. FLEMING, Estimator
Alphonse H. Wilhelm, Estimator

Daniel S. Aitchison
*Armand Audette
Arthur T. Brigham, Jr
*Earl F. Craven
Eugene J. Dean
Lionel Deslauriers
*Gerald J. Fournier
Leon J. Gagne
Charles A. Graham
William Green
Gordon Halket
Clayton R. Harvey
*David Ironside
*David Johnston
George A. M. King
*Thomas O'Sullivan
Alfred H. Poulin
*Paul F. Richard
Edward J. Shea
Herbert E. Smith
*James L. Taylor

"Dr. Wm. W. Teahan
*Norman Vanasse
Herbert C. Ward
Fred W. Weissbrod
William Wheatley
Nicholas C. White
Viola F. Aitken
Lorraine C. Allen
Hazel M. Barlow
Dorothy M. Bennett
Martha F. Brennan
Marjorie F. Brigham
Muriel K. Collier
Elizabeth M. Croke
Joan M. Dillon
Patricia Doherty
Helen Doyle
Rosemary Doyle
Catherine E. Dunn
Isabella R. Dykes

\*Dr Wm W Toohan

Ruth L. Ellison
Regina Fitzgerald
Cecile M. Fontaine
Cora M. Furkey
Lauretta R. Goulet
Hilda A. Greaves
Constance E. Hebert
Gertrude E. Holden
Rose E. Kalloch
Margaret M. Kennedy
Mary L. Kidnay
Eileen M. Kingsley
Shirley Lippmann
Mary M. McMahon
Agnes E. McSweeney
Aldea Rita Menard
Bertha E. Menard
Louise Miano
Agnes A. Mondou
Agnes Moriarty
Anna S. Moriarty

Helen F. Moriarty Florence G. Morse Eleanor Nadeau Anna J. O'Brien Marion G. O'Neil Margaret Padden Shirley Rae Margaret T. Redding Bernadette P. Schaarschmidt Clara M. Scott Charlotte E. Sears Mae E. Shea Viola V. Sheehan Mary A. Sorton Catherine M. Stewart Mary W. M. Stewart Josephine C. Sullivan Mary C. Sullivan Bessie M. White Hazel Wolfe Marion M. Wolohan



Superintendent Van Riper came from New York when the Company moved to Holyoke in 1881. He helped to organize production at the old Cabot Street building, and is remembered for his great knowledge of blank book making. It is said that he carried every detail in his head and could solve problems without reference to the records. He and "F. B." spent many nights together on cost work. Mr. Van Riper was with National until the day of his death, October 1, 1910.



THOMAS E. LAYTON

Mr. Layton came to National as Superintendent in 1890, having formerly been a binder with another blank book house. To him is due great credit for the improvement of National products at the critical time when the Company was being re-established under the present management. Mr. Layton retired in 1912 to become a successful orange grower in California, where he resided until the time of his death several years ago.



Mr. Donovan was brought to National in 1899 by Mr. Layton, and started in as foreman of the old hand-finishing department. Upon Mr. Layton's retirement in 1912, Mr. Donovan became Superintendent, carrying on in able manner the task of making National a leader in the production of both bound and looseleaf goods. In 1926, after twenty-seven years of loyal service, he retired to enjoy leisure on his farm in Massachusetts.

Graduating from Cornell in 1914 with the degree of Mechanical Engineer, Mr. Weiser was first employed by the United States Gypsum Company, coming to National in 1916. From May, 1917, to the summer of 1919, he served in World War I, after which he was for a time Superintendent of the Metals Division. Upon Mr. Donovan's retirement in 1926, Mr. Weiser became General Superintendent.

Possessed of an analytical mind, "Dick" is a student of factory costs and operations. He has had a wide experience in industrial relations, being for two years Chairman of a group of representative New England manufacturers, and at present is Secretary of the Industrial Relations Association of Western Massachusetts. He is a Past-President of the Holyoke Industrial Association, a group of over three hundred of Holyoke's industrial executives and foremen.

Mr. Weiser has had much to do with fostering goodwill between workers and management, whose mutual confidence he has earned through fair dealing and intelligent consideration of problems as they arise.



RICHARD M. WEISER

CARL G. RISING

Mr. Rising was first employed by A. H. Nilson Company, later by the Singer Sewing Machine Company, where he became skilled in the art of toolmaking. He left Singer's to attend Pratt Institute, from which he was graduated in 1916 as a Mechanical Engineer. He made the tools for the manufacture of the Schick razor, later was with the Dictaphone Company, and obtained his production experience with Yale & Towne.

In 1927, when the volume of business in the Metals Division had grown to such an extent that it was necessary to increase the staff, Mr. Rising, after extensive search by the Company, was selected to head this Division. While with National he has greatly improved tools and production methods, and has achieved very substantial reductions in costs.

Recognized by the American Society of Tool Engineers, Mr. Rising is now Chairman of the Springfield Chapter of that organization, in which post he has made an enviable record. Since the formation of the New England Small Arms Company, he has, as a leading production engineer of this corporation, concentrated on gun manufacture.



FACTORY SUPERINTENDENTS



Sitting: R. M. Weiser, Superintendent; L. F. Avery, Printing; Oscar Fiset, Leather; Paul Fournier, Gun Parts; John Schade, Mechanical Design; R. G. Bligh, Fillers, Indexes; J. E. Donnelly, Receiving; S. E. Whiting, Personnel.

Standing: F. S. Schade, Research; Charles Dugroo, Shipping; W. A. Ferguson, Maintenance; Dennis Sullivan, Bindery; W. R. Knowles, Fillers, Bound Book Insides; Herbert Ohlin, Toolmaking; Walter Mulholland, Shipping; C. G. Rising, Superintendent Metals Division; Edgar Chartier, Gun Parts; A. J. Choquette, Bindery; Charles Boettcher, Ruling; A. B. Mangum, Ruling, Printing; William Seidel, Plating.

Not in Photograph: R. C. Knapp, Harold Ironside, Wilfred Nadeau, George Connor, Paul Pomeroy, Ephrem St. Onge, Herman Davey.



FACTORY EXECUTIVES







#### **FACTORY OFFICES**

RICHARD M. WEISER, Superintendent

F. STANLEY SCHADE, Research

FREDERICK E. WOOD, Engineer

Dr. Frederick W. Celce. Physician

EDYTHE R. FORSANDER, Registered Nurse

ANGELINE AUTHIER

WALTER LOBL

RUTH PITCHER

### ≈ RULING AND PRINTING %

ANDREW	B. <i>N</i>	[angum, (	General	Foreman
--------	-------------	-----------	---------	---------

RULERS

William Boettcher

Edward Buckley

Romeo Denomme

Edward Donahue

Eugene Labonbard

Thomas Lavelle

Joseph Lemire

George Lempke

Albert Levreault

Daniel McDonald

William Frese

Amos Gagnon

John Kane

Iames McNally William Miffert \* John Monty \*Kenneth Neary Thomas Neary Louis Plante \*Roger Plante George Stapley John Sullivan Joseph Therrien Robert Wingate

#### CHARLES A. BOETTCHER, Ruling Foreman

**PRINTERS** \* John Becher Wilfred Brunelle, Jr. Earl Buchanan Stuart Burnett James Clark, Ir. Joseph Conner Joseph Conner, Ir. \*George Dunn Eugene Dwyer Harold Feyre John Flanagan John Goodwill Francis Hegarty

#### LEROY F. AVERY, Printing Foreman

Louis Hess George Plouf Earl Ironside Michael Regan William Jubinville Harold Sullivan Ernest Koehler James Sweeney Ernest Krause Jeremiah Sweeney William LaBelle Henry Therrien William Lanza Fred Tower Zoel LeGault Joseph Turcotte "Robert Lev BINDERY MEN Michael McKenna Frank Bessette Albert Michalski Douglas Holman Norman Morrissette Thomas Loftus James O'Connors A. G. Mireault George Paul Philip Tuttle

#### ELIZABETH SULLIVAN, Clerk

BINDERY WOMEN

Evelvn D'Amour Anna Demers Dorothy Denomme Lillian Freitag Josephine Hanko Anna Keough Mary Moriarty Mabel Morrison Nellie Robinson Anna Sullivan Rena Tagliolato

### → BLANK BOOK BINDERY >

#### WILLIAM R. KNOWLES, General Foreman

BINDERY MEN Eli Blaine Alfred Blais John Buchanan \* Joseph D'Amour Teddy Dziubek Almanozord Gervais Joseph Goldenberg Philador Hamel \* Joseph Heroux Hugo Kaeppel John Kelliher

Harvey Lafleche Rene Langlois Alfred Lapointe Ernest Lapointe Arthur Martin \*Raymond McDonald William Moran Leo Moreau Homer Paquette Joseph Pinard Frederick Roberts John Sullivan \*William Thompson

BINDERY WOMEN Lillian Abel Mildred Bannerman Cecile Bernier Cecile Boulais Carol Burek Rose Camilloni Elizabeth Charron Marcella Chicoine Edith Choquette Mary Christopher Myra Costello

#### GUSTAVE SCHIMKE, Assistant Foreman Jeannette Desmarais Marie Donahue Evelvn Dunnrowitz Mary Fleming Iulia Houston Mildred Ironside Lillian Jackson Mae Johnston Ella Kelliher Iulia Kelly Mary Kelly

Vera Kelly

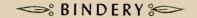
#### Elaine Kowalczyk Irene Kusnick Grace Lacroix Simone Laplante Jeannette Lesperance Margaret Malonev Antoinette Marcotte Lelia Marganti Parmelia Martelle Ida Moran Frances Neddo Mary Nestor

SADIE O'BRIEN, Clerk

#### Helen Raymond Hazel Riopel Emma Robert Eva Schmelling Anna Strzempek Mary Strzempek Claire Theriault Doris Turner Claire Valiquet Dorothy Vogel

<sup>\*</sup>In Service





#### ALFRED J. CHOQUETTE, General Foreman

OSCAR FISET, Foreman

RALPH C. KNAPP, Foreman

HAROLD IRONSIDE. Foreman

DENNIS SULLIVAN. Foreman

AURELE MORRISSETTE, Assistant Foreman

Adrian Chevrette

William Laplante

Napoleon Pare

Lucille Authier

Katherine Burke

Athena Demos

Alberta Garvie

Lillian Maes

Irene Bascom

William Pare

Armand Deslauriers

JEWELL LOVETT, Clerk

Assistants: Leo Couture, Donat Forget, Frank Geissler, Andrew Hereth, John Murphy, George Plouffe, Alphonse St. John, Florence Boettcher

STAMPERS AND
FINISHERS
Louis Choiniere
*Albert Connor
Joseph Davidson
Philias Dubourg
Leo Gaudette
Gerard Geoffrey
Lucien Jette
*Gerard Labelle
Wilfred Labrecque
Henry Lemieux
Theodore Longpre
Dona Mireault
Charles Nelson
Nelson Paul
John Popp
Lawrence Popp
Frederic Theroux
BOARD CUTTERS

Francis Eckert "Howard Jackson Leo LeBel Charles Marien \*Michael Regan, Ir. William Senecal James Wild

STOCK CUTTERS \*Leon Benoit Alfred Ducharme Leandre Gagne \*Ellard Guimond, Jr. William Kelly Amedee Lavigueur

Louis Lemire John Lovie \*William Marr Oliva Menard Walter Monat \* John Moriarty Charles Nicol Arthur Theroux \*Raymond Waterfield WOOD WORKERS

Rose Beauchamp Phyllis Blaine Jeanette Boczon Barbara Bridges Germaine Brown Helen Brown Frances Dopkowski Lella Dostie Cecile Ducharme Erline Gagne Rose Girard Lorraine Lapointe Claire Maloney Elizabeth Mendrek Margaret Moriarty Leah Peltier Angelina Pontbrien Irene Pulaski Columbia Ridings Anna Shafchick Thelma Thompson

CASING IN

Henry Becher

Edward Belanger

Eugene Brouillard

\* James Mackey INSPECTORS "Charles Beaton Donald Benoit Fortunat Brunette Joseph Burke George Cappel Leo Hebert Theodore Krasinski Henry Mescart Louis More

Lillian Conner Mary Kane Simonne Lanza Stella Paul Hazel Robinson Clementina Sullivan

BINDERY MEN Maurice Bader George Baillargeon Otto Baumann

Eugene Bishop Raoul Briere Richard Brodeur Charles Clapin Laurie Cosimini Edward Deane Adolph Fischer Maurice Forhan Alfred Gauthier William Graham Robert Hess \*William E. Kane \*Arthur Labrecque Gerald Lapointe Edwin Lincourt Honore Mailhot Gerard Marcotte Charles Moran William Pampel Roger Parenteau \*Roger Parisien \*Roger Patnaude \*Mathew Portno Arthur Pronovost \*Harold Robinson Dollard Rov Ernest Roy Max Schluckwerder "Harold Smith "Frederick Stevens Armand Sullivano Gerald Tessier Lionel Theroux \*Donald Thompson Arthur Torno Harold Weissbach John Werbiskis

BINDERY WOMEN Catherine Archambault Esther Bader Flora Beaudry Vanda Bourbeau Grace Bridges Alida Capistrant Lillian Carlon Ianet Carr Cecile Chouinard Mary Chouinard Marguerite Clark Emma Connor Juliette Connor Inez Cosimini Marion Costello Lorina Cote Lena Couture Isabelle Deane Laurina Delage Mildred Derome Alice Desfosses Abby Domingue Ruth Drew Mary Fitzgerald Rena Fontaine Dorothy Freniere Albertine Gagne Alberta Garvie Lena Germain Catherine Goggin Aldea Gregoire Dorothy Gross Stella Hebert Evelyn Hooks Blanche Jette

Rena Johnston Nettie Klinke Anna Kullmann Sophie Labrecque Bernadette Lavalle Clemence Lawler Laurina Leback Aurelia Lincourt Anne Longthorn Shirley Maginnis Fleurette Marcotte Edith McNally Jeanne Morrisey Iane Nadeau Lauria Nelson Rhea Neuman Mae Nicol Ruth Olsewski Albertine Paquette Elizabeth Pare Mary Phelan Elona Pluta Irene Ramsev Cecilia Reed Pauline Richards Lena Savage Mary Shafchick Estelvina Souza Rose Souza Kathleen Stevens Mary Sullivan Lillian Tanguay Marguerite Tessier Clara Therrien Eleanor Tidswell Elfrieda Weck



### → FILLERS AND INDEXES >

WILLIAM	R.	KNOWLES.	General	Foreman

#### RICHARD G. BLIGH, Foreman

*Anthony Baron	Edward Granger	Juliette Authier	Edith Della Penna	Edith Gendron	Margaret Monaghan
Albert Bishton	*George Guay	Eleanor Bain	Matilda Desforges	Dorothy Huntley	Christine Murphy
Hector Boucher	Lionel Hetu	Sophie Baran	Nora Doherty	Blanche Jacquel	Catherine Murray
George Bresnahan	Camille Jacquel	Jeannette Berry	Grace Doktor	Rhea Langevin	Ruth Nicholls
Harold Bushey	Fernand Mercier	Dorothy Boettcher	Margaret Dollar	Jeanne Lapan	Beatrice Paul
* James Craven	*Adrian Monty	Stella Brown	Florence Donnelly	Mae Law	Louise Smith
Eudore Duclos	William Pleau	Hazel Buchanan	Irene Duclos	Helen Loftus	Josephine Trosniak
George Dupre		Irene Craven	Roberta Egnor	Ann Maciag	Barbara Weissbrod
Adelard Fournier		Elise D'Amour	Margaret Fleming	Eleanor Marion	Dorothy Wheatley
*Ernest Gamache		Dorothy Danner	Edna Fontaine	Doris Martelle	Lillian Wilhelm
		- 9 CT O CK A NI	D. CHILDRING		

### STOCK AND SHIPPING S

	Patrick J. Mackey, Traffic	Walter Mulholland, Foreman		CHARLES DUGROO, Foreman	
Eugene Beardsley	Thomas Dowd	Rudolph Langlois	Walter McGuinniss	Alfred Plante	Rene Thibeault
*Donald Benway	Gerald Gaffney	Joseph Lapierre	Alphonse Marion	William Quinn	Edward Thiebe
*Howard Bostrom	Charles Graham	* John Lavelle	Victor Moussette	William Sheehan	*Earl Wilson
John Bresnahan	George Guay	Thomas Lavelle	Albert Mulholland	Frank Siedlecki	
* John Clifford	*Bernard Healy	* Joseph Lombardi	*John O'Brien	Francis Smalley	Yvette Garbatini
Joseph Diversi	* Jerome Hennessey	*Thomas Long	* James Padden	John Sullivan	Marion Geissler
	*Thomas Kelliher	*Arthur Mackey	Roger Parenteau	*Chester Swider	_

### SERVICE AND MAINTENANCE :

IAMES	F.,	DONNI	FITY	Receir	ing	Foreman

### WILLIAM A. FERGUSON, Master Mechanic

Harry Alvord	Henry Costello	*Gilbert Fountain	Colonel Ironsides	James Monks, Jr.	George Scanlon
Hermenegilde Authier	Antonio Courchesne	Edward Fournier	*Robert Jenkins	Thomas Muir	Charles Senneville
Alexander Bain	Francis Croke	Victor Gagnon	Howard Jessop	Arthur Murphy	Joseph Shea
Kenneth Batchelor	Maurice Daigle	*William Geissler	William Kenny	*William Murphy	Charles Sherrit
Nelson Batchelor	John Daunheimer	Paul Graupner	Joseph Kukulski	*Walter Panik	George Soderbaum
Damien Beaudry	Robert Deane	Francis Guzik	Raymond Lacroix	Eli Provoda	John Stimpson
Homer Bessette	Charles Dinn	Emile Hamel	August Lapointe	Robert Rae	Roger Taillefer
Rollin Burt	Arthur Ducharme	John Harper	Eusebe Laroche	Archie Rankin	Herbert Tidswell
*Harry Camilloni	Bernard Flathers	Roy Harper	Stanislas Levreault	*Frank Reed	Harry Wagner
Emile Chagnon	Edward Flemming, Jr.	Arthur Hauschild	Raymond Martin	Harry Reed	Arthur Walker
*Wilfred Chicoine	Edward Fontain	Thomas Hickman	Walter Meyer	Alfred Rehbein	*Patrick Walker
William Connor	Leo Fontaine	*Leandre Hudon	*James Monks	Alexander Rohnert	*Harvey Wiley



### → METALS DIVISION >

#### METALS DIVISION OFFICES

CARL G. RISING, Superinten		ier, Assistant Superinte	ndent John Schade, Pr	oduct Design WENDELL	T. INGHAM, Tool Engineer
MILTON PROVOST, Engineer T	HEODORE DESROCHES, Stand	lards Fred L. HOFMAN	NN, Engineer Lydia Papine	AU, Registered Nurse ALDEA	Donaldson, Registered Nurse
RENE Duclos	Arthur Gendron	Edna Begley	Juliette Chretien	Lorena Josephson	ALICE O. GUERTIN
George Connor, i		ED NADEAU, Foreman	Herbert Ohlin, F	oreman PAUL Po	MEROY, Foreman
Wı	LLIAM SEIDEL, Foreman	William St. Pi	erre, Assistant Foreman	Viola Marchinik, Cle	

WILLIAM	Seidel, Foreman	WILLIAM ST. PIERRE, Assistant Foreman	Viola Marchini	K, Clerk
TOOL ROOM	George Wagner	Amos Garriepy	Norman Carkeet	James Perreault
Alfred Belle Isle	Ernest Wiburg	Gustave Hoffman	"George Cote	Clifford Pomeroy
*Donald Choquette	Thomas Wilson	Edward Lavalle	Herbert Craven	Paul Pomeroy, Jr.
Stephen Choquette		Joseph Lemarcen	Gordon Davidson	Heyward Randell
Charles Connon	SERVICE	Stephen Musante	*James Demos	James Shea
Alfred Cote	*Elmer Buchanan	Leo Pariseault	*Henry Depot	Graham Sloan
Thomas Demos	Onufrey Dubchak	John Proulx	Narcisse Dubois	Oscar Spinks
Roland Domingue	Vincent D'Addario	Rene Rivest	Thomas Fleming	*Jacob Stachowicz
George Dufault	Valmore Gobeil	Edward Rybak	Leo Gendron	*William Stewart
Albert Fawcett	*Henry Lawler	Henry Schmidt	Leo Glassman	George St. George
Raymond Gagnon	John Maloney	Stanley Stefanski	Myer Glassman	* James Walker
Louis Gelineau	Stanley Masztal	Edward Thaute	Ellard Guimond	Richard Walz
John Gray	Raymond Robert	John Weir	Robert Hicks	
John Hess	Benjamin Spinks	METAL PARTS	Donald Ironside	Clorinthe Authier
Walter Hilbert	John Stevens	*Edward Allen	Edmond Lacombe	Imelda Authier
Adam Hindle	Arthur St. George	Adrien Authier	*William Laskowski	Alice Briere
Henry Lambert	William Tucker	*Gerald Authier	*Albert Lefrebvre	Rita Colty
Kasmier Michalik	Charles Ward	David Bain	James Longthorn	Oriana Demers
Stephen O'Hara Hormidas Rivest	PLATING AND	Emile Barbier	*Theodore Mailhott	Berthe Desilets
*Paul Rivest	FINISHING AND	Thomas Beattie	Albert McCasland	Jean Hoyle
Howard Robinson		Philip Beaudry	Michael Monahan	Emma McKissick
Arthur Sattler	Henry Auclair	*Lionel Beaulieu	*Elmer Morrison	Sophie Motyka
*William Sibley	Harold Beach	Fred Beetson	William Murray	Henrietta O'Neil
Clifford Spinks	Edwin Clark	Edward Beliveau	* Joseph Nitkiewicz	Adele Rogowski
*Willard St. Onge	Ernest Couture	Lester Bellerose	Walter Nitkiewicz	Jeanne Roy
Robertson Towne	Charles Davidson	Maurice Bombardier	*Frank O'Brien	Sylvia Stein
Seymour Vershon	Albert Desjardins	William Brick	*William O'Connor	Helen Swierad
ocymour version	Arthur Ferris	Albert Birge	Peter Partyka	Leona Yelle



### METALS DIVISION (Continued) %

### GUN PARTS

Lucien Arsenault Roger Baillargeon Adolph Skiba Cecile Champagne Veronica Gagnon Doris Lebreeque Theresa Redfern Morris Blaine Herbert D. Smith Lorraine Chevrette Helen Garvey Edith Litzenberger Helen Riedel Warten Bowen Samuel Somerville Ruth Coffey Gatherine Gaughan Fisher Stevens Mathilda Collin Annette Gelineau Violet Lynes Birse Loeffler Gabrielle Rock Edward Bresnahan Richard Stevens Mathilda Collin Annette Gelineau Violet Lynes Birse Loeffler Gabrielle Rock Edward Bresnahan Richard Stevens Mathilda Collin Annette Gelineau Violet Lynes Birse Loeffler Gabrielle Rock Edward Bresnahan Richard Stevens Mathilda Collin Annette Gelineau Violet Lynes Birse Loeffler Gabrielle Rock Edward Loeffler Gabrielle Rock Edward Loeffler Gabrielle Rock Edward Coburn Anna Manix Julia Sabik Leonard Charleis Charles Toye Cecile Courtehene Josephine Guyon Rhea Manotte Didace Sawyer Wilfred D'Amour Ernest Wiburg Jeanette Crondin Irene Heathcock Cecilia Matuszcyzak Margaret Senecal John Davey Edmund Wozniak Mary Crosby Julia Houston Mary McAndrew Marie Senecal Conrad Desmarais Maryann Arahavites Dorothy DeLitle Annie Hudson Winifred Mondor Addels Siwa Edward Fredette Isabelle Archambault Mary Dembinske Cornelia Hurley Florence Muldoon Aldies Siwa Edward Fredette Isabelle Bacon Bertha Desilets Claire Irving Robert Hamelin Julia Baron Marie Dreicorn Caroline Jolivet Mae Nelligan Mildred Sutton George Johnson Anna Benoit Estelle Dube Mae Judd Grace Newell Celia Szmyd Celia Szmyd Helen Sidele Lona Kervian Agnes O'Connor Wanda Trudeau John Kochanski Irene Boulanger Rhea Duval Celia Szmyd Frederick Prentice Christina Brunelle Herbert Schaarschmidt Viola Cavanaugh Helen Sidele Helen Ridede Hel	Edgar Chartie	er, Foreman Her	MAN DAVEY, Foreman	Paul Fournier, For	eman EPHREM ST.	Onge, Foreman
Roger Baillargeon Adolph Skiba Cecile Champagne Veronica Gagnon Doris Lebrecque Thereas Redfern Morris Blaine Herbert D. Smith Lorraine Chevrette Helena Garvey Edith Litzenberger Helen Rided Warren Bowen Samuel Somerville Ruth Coffey Catherine Gaughan Elsie Loeffler Gabrielle Rock Edward Bresnahan Richard Stevens Mathilda Collin Annette Gelineau Violet Lynes Elizabeth Rye Byron Brown John Tauscher Mercedes Comtois Helen Gilbert Yvette Malbouf Della Ryznic Arthur Chartier Abram Topham Eva Cormier Bertha Grave Anna Mannix Julia Sabik Leonard Chartier Charles Toye Cecile Courthesne Yvonne Guay Sally Markoski Gladys Sanderson Edward Coburn Charles Wade Margaret Courchesne Josephine Guyon Rhea Marotte Didace Sawyer Wilfred D'Amour Ernest Wiburg Jeanette Crondin Irene Heathcock Cecilia Matuszcyzak Margaret Senecal John Davey Edmund Wozniak Mary Crosby Julia Houston Mary McAndrew Marie Senecal Conrad Desmarais Maryann Arahavites Dorothy DeLisle Annie Hudson Winifred Mondor Adele Sliwa Edward Fredette Isabelle Archambault Mary Dembinske Cornelia Hurley Florence Muldoon Alice Small Stanley Grip Isabelle Bacon Bertha Desilets Claire Irving Ruth Musante Margaret Smolen Robert Hamelin Julia Baron Marie Dreicorn Caroline Jolivet Mae Nelligan Mildred Sutton George Johnson Anna Benoit Estelle Dube Mae Judd Grace Newell Celia Szmyd John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christine O'Rourke Lumina Benoit Lillian Dube Stella Kaminski Anna Newmann Yvonne Theroux Martin Judge Jeanette Berry Yvonne Dube Leona Kervian Agnes O'Connor Evelyn Toussaint John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christine O'Rourke Estelle Walker Herbert Schaarschmidt Mary Carmody Flora Frieke Irene Laroche Mare Lelia Piquette Grace Weiler Frederick Prettie Christine Brundle Friederick Prettie Ghansana Helen Grace Weiler Frederick Prettie Ghansanabe Mary Carmody Flora Frieke Irene Laroche Mary Lajeuete Stella Poirier Louise Whitford Anna Poli Evelyn Wright	Mary Allen, C		Rose Gryc	CIL, Clerk	EMILY THOMPSON, Clerk	
Roger Baillargeon         Adolph Skiba         Cecile Champagne         Veronica Gagnon         Doris Lebrecque         Theresa Redfern           Morris Blaine         Herbert D. Smith         Lorraine Chevrette         Helena Garvey         Edith Litzenberger         Helen Riedel           Warren Bowen         Samuel Somerville         Ruth Coffey         Catherine Gaughan         Elise Loeffler         Gabrielle Rock           Edward Bresnahan         Richard Stevens         Mathilda Collin         Annette Gelineau         Violet Lynes         Elizabeth Rye           Byron Brown         John Tauscher         Mercedes Comtois         Helen Gilbert         Yvette Malbouf         Della Ryznic           Arthur Chartier         Abram Topham         Eva Cormier         Bertha Grave         Anna Mannix         Julia Sabik           Leonard Chartier         Charles Toye         Cecile Courchesne         Josephine Guyon         Rhea Marotte         Didace Sawyer           Wilfred D'Amour         Ernest Wiburg         Jeanette Crondin         Irene Heathcock         Cecilia Mattuszyzyak         Margaret Senecal           John Davey         Edmund Wozniak         Mary Crosby         Julia Houston         Mary McAndrew         Marie Senecal           Lionel Desmarais         Maryann Arahavites         Dorothy DeLisle         Annie Hudson	Lucien Arsenault	Walter Sieniawski	Marion Chapin	Martha Gagnon	Ruby Leblanc	Rita Raymond
Morris Blaine Herbert D. Smith Lorraine Chevrette Helena Garvey Edith Litzenberger Gabrielle Rock Warren Bowen Samuel Somerville Ruth Coffey Catherine Gaughan Elsie Loeffler Gabrielle Rock Edward Bresnahan Richard Stevens Mathilda Collin Annette Gelineau Violet Lynes Elizabeth Rye Byron Brown John Tauscher Mercedes Comtois Helen Gilbert Vvette Malbouf Della Ryznic Arthur Chartier Abram Topham Eva Cormier Bertha Grave Anna Mannix Julia Sabik Leonard Chartier Charles Toye Cecile Courchesne Yvonne Guay Sally Markoski Gladys Sanderson Edward Coburn Charles Wade Margaret Courchesne Josephine Guyon Rhea Marotte Didace Sawyer Wilfred D'Amour Ernest Wiburg Jeanette Crondin Irene Heathcock Cecilia Matuszcyzak Margaret Senecal John Davey Edmund Wozniak Mary Crosby Julia Houston Mary McAndrew Marie Seneceal Conrad Desmarais Maryann Arahavites Dorothy DeLisle Annie Huots Anna Mickel Evelyn Skiba Lionel Desmarais Maryann Arahavites Dorothy DeLisle Annie Hudson Winifred Mondor Adele Sliwa Edward Fredette Isabelle Bacon Bertha Desilets Claire Irving Ruth Musante Margaret Smolen Robert Halket Bertha Baillargeon Elizabeth DeVico Beatrice Isabelle Rose Nastin Sylvia Stein George Johnson Anna Benoit Estelle Dube Mae Judd Grace Newell Celia Szmyd Eugen Jubin Ville Lumina Benoit Lillian Dube Stella Kaminski Anna Newmann Yvonne Theroux Daniel Kelly Anita Boiselle Causa Ducharme Alice Kleindienst Christina O'Connor Wanda Trudeau John McGough Mary Brogle Yolando Filos Mildred Kuenzel Lulian Percault Ethel Walker Loretta Valiquet Henry Koehler, Jr. Cecilia Bourque Rita Dziepak Gertrude Kohl Yvette Palazzini Jeanette Veillette Frederick Prentice Christina Brunelle Irene Fraser Mary LaJeunesse Lelia Piquette Grace Weiler Stella Polirier Louise Whitford Habes Evelyn Wright	0	Adolph Skiba	Cecile Champagne	Veronica Gagnon	Doris Lebrecque	*
Edward Bresnahan Richard Stevens Matchilda Collin Annette Gelineau Violet Lynes Birabeth Rye Byron Brown John Tauscher Mercedes Comtois Helen Gilbert Yvette Malbouf Della Ryznic Arthur Chartier Abram Topham Eva Cormier Bertha Grave Anna Mannix Julia Sabik Gladys Sanderson Edward Coburn Charles Wade Margaret Courchesne Wilfred D'Amour Ernest Wiburg Jeanette Crondin Irene Heathcock Cecilia Matruszcyzak Margaret Senecal John Davey Edmund Wozniak Mary Crosby Julia Houston Mary Markoski Gladys Sanderson Didace Sawyer Margaret Senecal Irene Heathcock Cecilia Matruszcyzak Margaret Senecal Margaret Senecal Mary Maryan Arahavites Scheel Curtis Flora Huot Anna Mickel Evelyn Skiba Lionel Desmarais Lionel Desmarais Maryann Arahavites Dorothy DeLisle Annie Hudson Winifred Mondor Adele Sliwa Edward Fredette Isabelle Archambault Mary Dembinske Cornelia Hurley Florence Muldoon Alice Small Stanley Grip Isabelle Bacon Bertha Desilets Claire Irving Ruth Musante Margaret Smolen Robert Halket Bertha Baillargoon Bertha Desilets Claire Irving Ruth Musante Margaret Smolen Robert Hamelin Julia Baron Marie Dreicorn Caroline Jolivet Mae Nelligan Mildred Sutton George Johnson Anna Benoit Estelle Dube Mae Judd Grace Newell Celia Szmyd Eugen Jubinville Lumina Benoit Lillian Dube Stella Kaminski Anna Newmann Yvonne Theroux Agnes O'Connor Evelyn Toussaint Daniel Kelly Anita Boiselle Causa Ducharme Alice Kleindienst Christina O'Connor Wanda Trudeau John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christine O'Rourke Loretta Valiquet Henry Kochler, Jr. Cecilia Bourque Rita Dziepak Gertrude Kohl Yvette Palazzini Jeanette Veillette Frederick Pretate Erizabeth Eller Mary LaJeunesse Lelia Piquette Grace Weiler Stalla Poirier Laurina Pete Isabel Walker Laurina Pete Isabel Walker Lenetr Schaarschmidt Mildred Burnham Leona Freitag Marie-Jeanne Lapointe Stella Poirier Louise Whitford Hebert Schaarschmidt Mary Carmody Flora Fricke Hene Laroche Mary LaJeunesse Leile Poirier Louise Whitford Hebert Schaab Helen Gilbert Verte Mana Mana Mana Mana Man		Herbert D. Smith	Lorraine Chevrette	Helena Garvey		Helen Riedel
Edward Bresnahan Richard Stevens Mathilda Collin Annette Gelineau Violet Lynes Elizabeth Rye Byron Brown John Tauscher Mercedes Comtois Helen Gilbert Yvette Malbouf Della Ryznic Arthur Chartier Abram Topham Eva Cormier Bertha Grave Anna Mannix Julia Sabik Leonard Chartier Charles Toye Cecile Courchesne Yvonne Guay Sally Markoski Gladys Sanderson Edward Coburn Charles Wade Margaret Courchesne Josephine Guyon Rhea Marrotte Didace Sawyer Wilfred D'Amour Ernest Wiburg Jeanette Crondin Irene Heathcock Cecilia Matuszcyzak Margaret Senecal John Davey Edmund Wozniak Mary Crosby Julia Houston Mary McAndrew Marie Senecal Conrad Desmarais Rachel Curtis Flora Huot Anna Mickel Evelyn Skiba Lionel Desmarais Maryann Arahavites Dorothy DeLisle Annie Hudson Winifred Mondor Adde Sliwa Edward Fredette Isabelle Archambault Mary Dembinske Cornelia Hurley Florence Muldoon Alice Small Stanley Grip Isabelle Bacon Bertha Desilets Claire Irving Ruth Musante Margaret Smolen Robert Halket Bertha Baillargeon Elizabeth DeVico Beatrice Isabelle Rose Natstin Sylvia Stein Robert Hamelin Julia Baron Marie Dreicorn Caroline Jolivet Mae Nelligan Mildred Sutton George Johnson Anna Benoit Estelle Dube Mac Judd Grace Newell Celia Szmyd Eugene Jubinville Lumina Benoit Lillian Dube Stella Kaminski Anna Newmann Yvonne Theroux Paniel Kelly Anita Boiselle Causa Ducharme Alice Kleindienst Christina O'Connor Evelyn Toussaint Daniel Kelly Anita Boiselle Causa Ducharme Alice Kleindienst Christina O'Connor Evelyn Toussaint John McGough Mary Brogle Yolando Falbo Mildred Kuenzel Lillian Pereault Ethel Walker Loretta Valiquet Henry Koehler, Jr. Cecilia Bourque Rita Dziepak Gertrude Kohl Yvette Palazzini Jenette Veillette Frederick Prentice Christina Brunelle Irene Fraser Mary La Jeunesse Esther Phelan Anna Walz Ethel Walker Stanley Schab Mary Carmody Flora Frieke Irene Laroche Anna Poli Evelyn Wright	Warren Bowen	Samuel Somerville	Ruth Coffey	Catherine Gaughan	Elsie Loeffler	Gabrielle Rock
Byron Brown John Tauscher Mercedes Comtois Helen Gilbert Yvette Malbouf Della Ryznic Arthur Chartier Abram Topham Eva Cormier Bertha Grave Anna Mannix Julia Sabik Leonard Chartier Charles Toye Cecile Couréhesne Yvonne Guay Sally Markoski Gladys Sanderson Edward Coburn Charles Wade Margaret Courchesne Josephine Guyon Rhea Marotte Didace Sawyer Wilfred D'Amour Ernest Wiburg Jeanette Crondin Irene Heathcock Cecilia Matuszcyzak Margaret Senecal John Davey Edmund Wozniak Mary Crosby Julia Houston Mary McAndrew Marie Senecal Conrad Desmarais Rachel Curtis Flora Huot Anna Mickel Evelyn Skiba Lionel Desmarais Maryann Arahavites Dorothy DeLisle Annie Hudson Winifred Mondor Adele Sliwa Edward Fredette Isabelle Archambault Mary Dembinske Cornelia Hurley Florence Muldoon Alice Small Stanley Grip Isabelle Bacon Bertha Desilets Claire Irving Ruth Musante Margaret Smolen Robert Halket Bertha Baillargeon Elizabeth DeVico Beatrice Isabelle Rose Nastin Sylvia Stein Robert Hamelin Julia Baron Marie Dreicorn Caroline Jolivet Mae Nelligan Mildred Sutton George Johnson Anna Benoit Estelle Dube Mae Judd Grace Newell Celia Szmyd Eugene Jubinville Lumina Benoit Lillian Dube Stella Kaminski Anna Newmann Yvonne Theroux Martin Judge Jeannette Berry Yvonne Dube Leona Kervian Agnes O'Connor Evelyn Toussaint Daniel Kelly Anita Boiselle Causa Ducharme Alice Kleindienst Christina O'Connor Wanda Trudeau John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christine O'Rourke Loretta Valiquet Henry Koehler, Jr. Cecilia Bourque Rita Dziepask Gertude Kohl Yvette Palazzini Jeanette Veillette Grace Wilder Leine Fraser Mary LaJeunesse Leila Pigirer Leine Grace Weiler Stehab Mary Carmody Flora Frieke Irene Laroche Anna Poli	Edward Bresnahan	Richard Stevens	Mathilda Collin		Violet Lynes	Elizabeth Rve
Arthur Chartier Abram Topham Eva Cormier Bertha Grave Anna Mannix Julia Sabik Leonard Chartier Charles Toye Cecile Courchesne Yvonne Guay Sally Markoski Gladys Sanderson Edward Coburn Charles Wade Margaret Courchesne Wilfred D'Amour Ernest Wiburg Jeanette Crondin Irene Heathcock Cecilia Matuszcyzak Margaret Senecal John Davey Edmund Wozniak Mary Crosby Julia Houston Mary McAndrew Marie Senecal Conrad Desmarais Maryann Arahavites Dorothy DeLisle Annie Hudson Winifred Mondor Adele Silwa Edward Fredette Isabelle Archambault Mary Dembinske Cornelia Hurley Florence Muldoon Alice Small Stanley Grip Isabelle Bacon Bertha Desilets Claire Irving Ruth Musante Margaret Smoeln Robert Halket Bertha Baillargeon Elizabeth DeVico Beatrice Isabelle Rose Nastin Sylvia Stein Robert Hamelin Julia Baron Marie Dreicorn Caroline Jolivet Mae Nelligan Mildred Sutton George Johnson Anna Benoit Estelle Dube Mae Judd Grace Newell Celia Szmyd Martin Judge Jeannette Berry Yvonne Dube Leona Kervian Agnes O'Connor Evelyn Toussaint Daniel Kelly Anita Boiselle Causa Ducharme Alice Kleindienst Christina O'Connor Wanda Trudeau John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christine O'Rourke Loretta Valiquet Henry Koehler, Jr. Cecilia Bourque Rita Dziepak Gertrude Kohl Yvette Palazzini Jeanette Veillette Orfeo Magagnoli Jeanette Bresette Elizabeth Ellert Rose Koscien Frances Peetz Emily Veroneau Isabel Walker John Moynihan Bertha Brown Catherine Fowle Doris Lacey Frederick Prentice Christina Brunelle Irene Fraser Mary LaJeunesse Herbert Schaarschmidt Mildred Burnham Leona Freitag Marie-Jeanne Lapointe Evelyn Wright Viola Cavannueh Hele Evelege (Flora Fricke Irene Laroche Anna Poli Evelyn Wright	Byron Brown	John Tauscher	Mercedes Comtois	Helen Gilbert	Yvette Malbouf	· · · · · · · · · · · · · · · · · · ·
Leonard Chartier Charles Toye Cecile Courchesne Josephine Guyon Rhea Martotte Didace Sawyer Wilfred D'Amour Ernest Wilburg Jeanette Crondin Irene Heathcock Cecilia Matuszcyzak Margaret Senecal John Davey Edmund Wozniak Mary Crosby Julia Houston Mary McAndrew Marie Senecal Conrad Desmarais Rachel Curtis Flora Huot Anna Mickel Evelyn Skiba Lionel Desmarais Maryann Arahavites Dorothy DeLisle Annie Hudson Winifred Mondor Adele Sliwa Edward Fredette Isabelle Archambault Mary Dembinske Cornelia Hurley Florence Muldoon Alice Small Stanley Grip Isabelle Bacon Bertha Desilets Claire Irving Ruth Musante Margaret Smolen Robert Halket Bertha Baillargeon Elizabeth DeVico Beatrice Isabelle Rose Nastin Sylvia Stein Robert Hamelin Julia Baron Marie Dreicorn Caroline Jolivet Mae Nelligan Mildred Sutton George Johnson Anna Benoit Estelle Dube Mae Judd Grace Newell Celia Szmyd Eugene Jubinville Lumina Benoit Lillian Dube Stella Kaminski Anna Newmannn Yvonne Theroux Martin Judge Jeannette Berry Yvonne Dube Leona Kervian Agnes O'Connor Evelyn Toussaint Daniel Kelly Anita Boiselle Causa Ducharme Alice Kleindienst Christina O'Connor Wanda Trudeau John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christina O'Connor Wanda Trudeau John McGough Mary Brogle Yolando Falbo Mildred Kuenzel Lillian Pere Elizabeth Ellert Rose Koscien Frances Peetz Emily Veroneau Lillian Pere Isabel Walker Frederick Prentice Christina Brunelle Irene Fraser Mary La Jeunesse Leila Plainet Estella Polirier Louise Whitford Hohn Shea Wiola Cavannungh Helpe Fulezai Marie-Jeanne Lapointe Stella Polirier Louise Whitford Hohn Mary Carmody Flora Fricke Irene Laroche Anna Poli Evelyn Wright		Abram Topham	Eva Cormier	Bertha Grave	Anna Mannix	•
Edward Coburn Charles Wade Margaret Courchesne Wilfred D'Amour Ernest Wiburg Jeanette Crondin Irene Heathcock Cecilia Matuszcyzak Margaret Senecal John Davey Edmund Wozniak Mary Crosby Julia Houston Mary McAndrew Marie Senecal Conrad Desmarais Rachel Curtis Flora Huot Anna Mickel Evelyn Skiba Lionel Desmarais Maryann Arahavites Dorothy DeLisle Annie Hudson Winifred Mondor Adele Sliwa Edward Fredette Isabelle Archambault Mary Dembinske Cornelia Hurley Florence Muldoon Alice Small Stanley Grip Isabelle Bacon Bertha Desilets Claire Irving Ruth Musante Margaret Smolen Robert Halket Bertha Baillargeon Elizabeth DeVico Beatrice Isabelle Rose Nastin Sylvia Stein Robert Hamelin Julia Baron Marie Dreicorn Caroline Jolivet Mae Nelligan Mildred Sutton George Johnson Anna Benoit Estelle Dube Mae Judd Grace Newell Celia Szmyd Eugene Jubinville Lumina Benoit Lillian Dube Stella Kaminski Anna Newmann Yvonne Theroux Daniel Kelly Anita Boiselle Causa Ducharme Alice Kleindienst Christina O'Connor Evelyn Toussaint John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christina O'Connor Wanda Trudeau John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christine O'Rourke Loretta Valiquet Henry Koehler, Jr. Cecilia Bourque Rita Dziepak Gertrude Kohl Yvette Palazzini Jeanette Veillette Orfeo Magagnoli Jeanette Bresette Elizabeth Ellert Rose Koscien Frances Peetz Emily Veroneau Loretta Valiquet Henry Koehler, Jr. Cecilia Bourque Rita Dziepak Gertrude Kohl Yvette Palazzini Jeanette Veillette Orfeo Magagnoli Jeanette Bresette Elizabeth Ellert Rose Koscien Frances Peetz Emily Veroneau Loretta Valiquet Henry Koehler, Jr. Cecilia Bourque Rita Dziepak Gertrude Kohl Yvette Palazzini Jeanette Veillette Frederick Prentice Christina Brunelle Irene Fraser Mary La Jeunesse Lelia Piquette Grace Weiler Herbert Schaarschmidt Mildred Burnham Leona Freitag Marie-Jeanne Lapointe Stella Poirier Louise Whitford Iohn Mary Camandy Helpe Felorafricke Irene Laroche		Charles Toye	Cecile Courchesne	Yvonne Guay	Sally Markoski	3
Wilfred D'Amour Enest Wiburg Jeanette Crondin Irene Heathcock Cecilia Matuszcyzak Margaret Senecal John Davey Edmund Wozniak Mary Crosby Julia Houston Mary McAndrew Marie Senecal Rachel Curtis Flora Huot Anna Mickel Evelyn Skiba Lionel Desmarais Maryann Arahavites Dorothy DeLisle Annie Hudson Winifred Mondor Adele Sliwa Edward Fredette Isabelle Archambault Mary Dembinske Cornelia Hurley Florence Muldoon Alice Small Stanley Grip Isabelle Bacon Bertha Desilets Claire Irving Ruth Musante Margaret Smolen Robert Halket Bertha Baillargeon Elizabeth DeVico Beatrice Isabelle Rose Nastin Sylvia Stein Robert Hamelin Julia Baron Marie Dreicorn Caroline Jolivet Mae Nelligan Mildred Sutton George Johnson Anna Benoit Estelle Dube Mae Judd Grace Newell Celia Szmyd Eugene Jubinville Lumina Benoit Lillian Dube Stella Kaminski Anna Newmann Yvonne Theroux Martin Judge Jeannette Berry Yvonne Dube Leona Kervian Agnes O'Connor Evelyn Toussaint John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christina O'Connor Wanda Trudeau John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christine O'Rourke Loretta Valiquet Henry Koehler, Jr. Cecilia Bourque Rita Dziepak Gertrude Kohl Yvette Palazzini Jeanette Veillette Orfeo Magagnoli Jeanette Bresette Elizabeth Ellert Rose Koscien Frances Peetz Emily Veroneau John McGough Mary Brogle Yolando Falbo Mildred Kuenzel Lillian Pereault Ethel Walker Isabel Walker Stanley Schab Mary Carmody Flora Fricke Irene Laroche Anna Poli Evelyn Wright Volh Shea		Charles Wade	Margaret Courchesne	Josephine Guyon	Rhea Marotte	•
Gorge Johnson Anna Benoit Estelle Dube Mary Lomina Benoit Lillian Dube Stella Kaminski Anna Newmann Yvonne Theroux Martin Judge Jeannette Berry Yvonne Dube Leona Kervian Agnes O'Connor Evelyn Tousaint Daniel Kelly Anita Boiselle Causa Ducharme Henry Koehler, Jr. Cecilia Bourque Rita Dziepak Gertrude Kohl Credente Stanley Gree Agnes Mary Brogle Yolando Falbo Mildred Kuenzel John Moynihan Bertha Brown Catherine Fowle Helper Stellae Mary LaJeunesse Herbert Schaarschmidt Mildred Burnham Leona Freitag Mary Carmody Flora Fricke Helper in Mary Carmody Flora Fricke Inspection Anna Poli Evelyn Wright Mary Brogle Villa Cavanaugh Helper Eleza in Mary Anna Poli Evelyn Wright Villa Cavanaugh Helper Eleza in Mary Anna Poli Evelyn Wright Verland Canna Poli Cavanaugh Marie Levelyn Wright Verland Canna Poli Cavanaugh Marie Levelyn Wright Verland Canna Poli Cavanaugh Marie Levelyn Wright Verland Canna Poli Cavanaugh Mary Brogle Viola Cavanaugh Mary Brogle Flora Fricke Ince Laroche Anna Poli Canna Canna Canna Canna Canna Poli Canna Can	Wilfred D'Amour	Ernest Wiburg	Jeanette Crondin	Irene Heathcock	Cecilia Matuszcyzak	-
Lionel Desmarais Maryann Arahavites Dorothy DeLisle Annie Hudson Winifred Mondor Adele Sliwa Edward Fredette Isabelle Archambault Mary Dembinske Cornelia Hurley Florence Muldoon Alice Small Stanley Grip Isabelle Bacon Bertha Desilets Claire Irving Ruth Musante Margaret Smolen Robert Halket Bertha Baillargeon Elizabeth DeVico Beatrice Isabelle Rose Nastin Sylvia Stein Robert Hamelin Julia Baron Marie Dreicorn Caroline Jolivet Mae Nelligan Mildred Sutton George Johnson Anna Benoit Estelle Dube Mae Judd Grace Newell Celia Szmyd Eugene Jubinville Lumina Benoit Lillian Dube Stella Kaminski Anna Newmann Yvonne Theroux Martin Judge Jeannette Berry Yvonne Dube Leona Kervian Agnes O'Connor Evelyn Toussaint Daniel Kelly Anita Boiselle Causa Ducharme Alice Kleindienst Christina O'Connor Wanda Trudeau John Kochanski Irene Boulanger Rhea Duval Constance Kluza Christina O'Rourke Loretta Valiquet Henry Koehler, Jr. Cecilia Bourque Rita Dziepak Gertrude Kohl Yvette Palazzini Jeanette Veillette Orfoe Magagnoli Jeanette Bresette Elizabeth Ellert Rose Koscien Frances Peetz Emily Veroneau John McGough Mary Brogle Yolando Falbo Mildred Kuenzel Lillian Perreault Ethel Walker Frederick Prentice Christina Brunelle Irene Fraser Mary La Jeunesse Lelia Piquette Grace Weiler Stanley Schab Mary Carmody Flora Fricke Irene Laroche Anna Poli Evelyn Wright Verlight	,	Edmund Wozniak	Mary Crosby	Julia Houston	Mary McAndrew	
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John McGough Mary Brogle Yolando Falbo Mildred Kuenzel Lillian Perreault Ethel Walker  John Moynihan Bertha Brown Catherine Fowle Doris Lacey Esther Phelan Anna Walz  Herbert Schaarschmidt Mildred Burnham Leona Freitag Marie-Jeanne Lapointe Stella Poirier Louise Whitford  *Stanley Schab Mary Carmody Flora Fricke Irene Laroche Anna Poli Evelyn Wright	, , , , ,	-	Rita Dziepak	Gertrude Kohl		•
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Herbert Schaarschmidt Mildred Burnham Leona Freitag Marie-Jeanne Lapointe Stella Poirier Louise Whitford  *Stanley Schab Mary Carmody Flora Fricke Irene Laroche Anna Poli Evelyn Wright			Catherine Fowle	Doris Lacey		
*Stanley Schab Mary Carmody Flora Fricke Irene Laroche Anna Poli Evelyn Wright  Viola Cayanaugh Helen Eulponi				Mary LaJeunesse		
John Shea Viola Cayanaugh Helen Eulpopi Mild Lt.			Leona Freitag	Marie-Jeanne Lapointe		
John Shea Viola Cavanaugh Helen Fulnoni Mill. LT	•			Irene Laroche		
In addition there are fifty best time weeken. P. 1. C.				Mildred Leary	Ellen Quenneville	Julia Zabik

In addition there are fifty part-time workers: Bank Clerks, Store and Office Clerks, Housewives, Teachers and High School Students.



NEW YORK BRANCH OFFICE



PAUL B. BUCKWALTER, General Sales Manager

#### SALESMEN

#### JOSEPH J. MACEK, Special Orders

Otto Drescher
*Franklin E. Horner
*Wm. F. B. LINDENBERGER

GEORGE MARX
GEORGE NICKLAUS
Alfred G. Quinn
JOHN STAUBACH

\*Wm. Brewster Towne Robert E. Wall Lester Weber

#### OFFICE

#### JOHN J. DAWSON, Credits

#### JOSEPH H. PAWSON, Orders

*Albert J. Beyner	Helen Borkstrom
*Joseph De Nicola	Romilda R. Colasacco
John J. Dunne	Jayne M. Hagen
John W. Konrad	Jean Herter
Joseph T. Lo Bosco	Sylvia Kreisler
Otto A. Seibert, Jr.	Anna Loehwing
Frank Sorbera	Kathleen A. McManus
Matthew P. Trainor	Vera Meyer
*Walter Woebke	Gertrude Mudter

#### Claire Schneider Mary Washcuk Norma E. Wesstrom Vanda M. Yusa

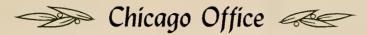
#### STOCK AND SHIPPING

Charles	Bader
George	Erles

Thomas J. Finnen Paul F. Fleischhauer

Otto Lange Salvatore Penna





WILLIAM MUIR, Branch Manager

#### SALESMEN

Robert C. Bauer		"John R. S. Boyd	James P. Hawker	
	Leonard O. Rose	Walti	ER A. WALDVOGEL	
		OFFICE		
Richard B. Birch  *Bernard Burgen  *Reed Ferguson  *Roger E. Hufnagle	Edward J. Jannis Edwin E. Kraft *Edward A. Moore *George M. Vanleur	Frida C. Anderson Grace S. Campisi Selma S. Colgren Helen C. Fraser	Claire Gallagher Bertha K. Gilman Ruby Gran Alice C. Magnuson	Adeline Romain Myrtle Schilling Wilette H. Stange Barbara E. Stump
		BINDERY		
		JOHN J. MAZZA, Foreman		
*Anthony J. Dembinski *Anthony DiBiase Ralph DiBiase Sam Graziano	Charles W. Lindstrom Anthony Skowronski Chester Tracy *Eugene Macewicz	*Eugene Michalowski David Natalino *Wilmar Stolpe David Swadesh	Betty Brown Leona Dierckens Mary Esposito Theresa Esposito Wilda Gilfillan	Mary Ann Langworthy Mary McIntire Mary McLaughlin Shirley Soliday Charlotte Walters
		STOCK AND SHIPPING		
		SAM J. CAMPISI, Foreman		
Edward Burek Frank De Marco Leon Denemark	*Edward Everman Charles Huth *David Levin	*Robert Longo Herman Molton *Donald Pillsbury	Herman L. Rothblum Raymond Turner	Sadie B. Brown Marie Contursi Rose Contursi





THE OFFICE AT HOLYOKE AT WORK AND PLAY



# THE OLD TIMERS CLUB

No association gets deeper under a man's skin than that gained from working with his fellows day-in and day-out over a long period of years. Such comradeship has a binding force that approximates the ties of a man to his family. It is a friendly power that clasps him more tightly to his calling... that gives him greater joy in accomplishment.

Such, certainly, has been the effect of close association among those who, over a long period of years, have aided in the production of National goods . . . tangibly evidenced in the existence of a unique organization, the Old Timers Club.

The origin of this club dates back to a time approximately ten years ago, when a group of the older National employees held a testimonial dinner to honor one of the best known and most popular of their fellows, upon the attainment of his fiftieth year of service with the Company. This gathering was attended by seventy people, including many employees who had been with National for years, and a number of the executives. So successful was the occasion that those present voted to have other meetings to promote sociability and good fellowship. From this sprang the Old Timers Club, organized in 1933. Invitations to membership were sent to all male workers who had been with the Company for fifteen or more years. Gratifying to record, one hundred and sixty employees . . . out of a possible one hundred and sixty-five . . . joined!

Membership in the Old Timers Club is restricted to men . . . not because there are not many women who would be eligible through their long periods of service, but because the ladies are a bit self-conscious about matters where years are involved! And then, perhaps,

as the masculine representatives become older, they welcome the opportunity to enjoy an evening surrounded only by members of their own sex.

The club holds three "socials" a year, and has an annual election of officers and new members completing fifteen years with National.

Although it may seem astounding to read this in print, the combined period of service of the present two hundred and fifty members of the Old Timers Club amounts to over six thousand years. How many other industries in the United States . . . or anywhere on the globe . . . can match this record?

A summary of the groups in the club, with the number of members in each, is as follows:

Years of S	Seri	vice	?				M	embe	rs
50								12	
								18	
								51	
								92	
								77	

National can truly take great pride in possessing such an organization as the Old Timers Club. It is the heritage created by the mutual regard of workers and executives for one another, dating back to the days in the late eighties, when James W. Towne and his son, "F. B.", won the respect and loyalty of their employees, thus instilling a spirit of mutual friendship that has been nurtured down through the years to the present.

This is the reason why the Company today has so many devoted and conscientious workers, including many descendants of members of the Old Timers Club...sons, daughters, nephews, nieces and even grandchildren.





THE OLD TIMERS CLUB MAKES AN OCCASION OF THE COMPANY'S ONE HUNDREDTH ANNIVERSARY



Sitting: Hugo Kaeppel (58 years), E. S. Towne, President, (55 years), L. F. Avery (55 years). Standing: PHILIAS DUBOURG (50 years), L. A. MORE (51 years), J. T. POPP (53 years), EDWARD DONAHUE (50 years), G. A. M. KING (53 years). Not in Photograph: F. B. Towne, Treasurer, (55 years), H. J. FERRY (50 years), WILLIAM FREDRICK (54 years) Retired, John Thomson (53 years) Retired.

FIFTY YEARS OF SERVICE



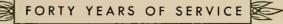


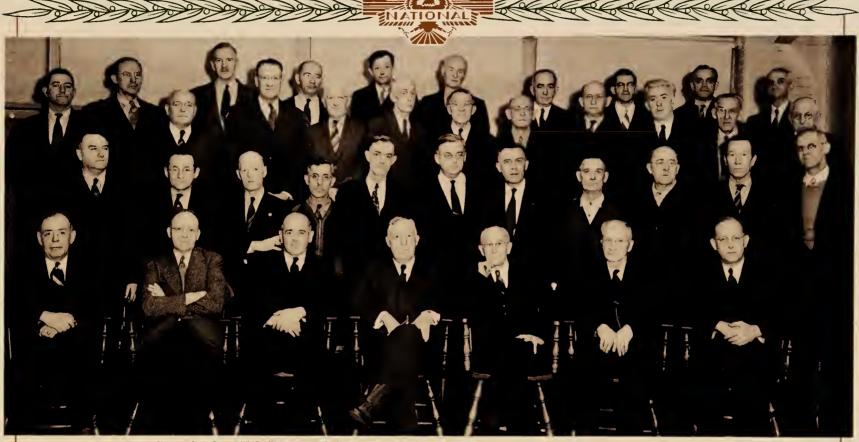
Sitting: J. C. Therrien (43 years), Arthur Theroux (45 years), J. E. Donnelly (48 years), D. F. Sullivan (49 years), Gustave Schimke (45 years), Joseph Lemire (44 years).

Middle Row: Otto Baumann (40 years), Charles Senneville (40 years), Charles Moran (43 years), C. E. Boettcher (40 years),

Walter Mulholland (41 years), George Paul. (42 years).

Top Row: Albert Levreault (42 years), R. W. Ely (44 years), A. F. St. John (42 years), Andrew Hereth (43 years), J. J. Kelliher (40 years).





Sitting: J. A. Long, W. R. Knowles, A. J. Choquette, J. M. Towne, Vice President; John Schade, W. F. Holman, R. M. Weiser,
Second Row: Patrick Mackey, William Pampel, Thomas Neary, Romeo Denomme, John Kane, W. O. Boettcher, Louis Plante, G. J. Scanlon, Harry Reed, M. F. Regan, James Monks, Jr.
Tbird Row: William Kelly, Charles Dugroo, George Cappel, John Harper, H. A. Mescart, Albert Mulholland, Oscar Fiset, Mose Gervais,
Joseph Goldenberg, J. F. Conner, Henry Becher, Fred Tower.

Top Row: Joseph Davidson, Armand Parisien, Max Schluckwerder, George Dupre, William Quinn, Frnest Lapointe, Alfred Lapointe, Joseph Pinard.

Not in Photograph: F. W. Weissbrod, Frank Bessette, Nelson Paul, D. S. Aitchison, Walter Monat, Fmmett Lavelle, Fllard Guimond,
Fugene Brouillard, Ralph Knapp, Fli Blaine, Hormidas Roy.



THIRTY YEARS OF SERVICE





Sitting: Julia Kelly, Parmelia Martelle, Mary Chouinard, Lauria Nelson, Cecilia Reed, Anna O'Brien, Cora Furkey, Mary Shea,
Mary Sullivan, Alida Capistrant, Mary Fitzgerald.

Middle Row: Irene Bascom, Albertine Paquette, Marie Donahue, Josephine Sullivan, Bertha Menard, Agnes McSweeney, Aldea Menard, Gertrude Holden, Muriel Collier, Mary Kidnay, Mae Shea, Irene Heathcock, Florence Morse.

Top Row: Florence Boettcher, Mabel Morrison, Anna Demers, Elizabeth Sullivan, Mary Fleming, Lillian Jackson, Hazel Barlow, Rhea Langevin, Orinana Demers, Catherine Murray, Ruby Leblanc, Blanche Jacquel.



WOMEN, TOO, HAVE LONG SERVICE RECORDS



## SOCIAL AND ATHLETIC ACTIVITIES

The exact date of the birth of National social and athletic activities is not known, because, like Topsy, "they just grow'd up" with the "Family".

About fifty years ago . . . shortly after the Company had come to Holyoke from New York . . . the employees, then few in number, organized annual picnics in the summer, and the men had clambakes in the fall.

In those days the Nationalites were transported to local groves by trolley cars and horse-drawn busses . . . which in this wartime era of gasoline rationing would prove a most welcome form of conveyance. Some of the Company's present employees still have these enjoyable outings clearly engraved upon their memory. From them came organized participation in sports such as baseball and basketball.

Back in 1904 a group of National workers... twelve in number ... formed the National Club, erecting the first cottage put up at Hampden Ponds, where it held many picnics and clambakes. This group continued its association over the ensuing years, until the departure of a number of members to serve in World War I brought the club to an end.

Next came the National Progress Club, sponsored by the Company's foremen. Possessing a club house at Smith's Ferry, the members turned the spacious grounds over to the employees for baseball and other sports. A fine baseball diamond was built, and an inter-department league was formed, under whose auspices many stirring contests took place.

## THE NATIONAL SOCIAL CLUB

In 1940 positive steps were taken to reinstate social activities on an organized basis, with the formation of the National Social Club, which today includes in its membership approximately four hundred and fifty of the Company's employees.

This thriving organization sponsors two gatherings a year . . . an outing in the summer at Mountain Park or Couture's Grove, and a Christmas party held at the Roger Smith Hotel or the Valley Arena. And sometimes a third affair . . . a Spring dance . . . is held. Evidence of the cordial spirit that exists among the members of the Social Club, was the sending of parcels at Christmas in 1942 to seventy-five members in the service of the nation in World War II.

# SPORTS FOR MEN AND GIRLS

Numerous athletic activities are regularly carried on by National employees. During the summer season a soft ball team . . . and in the winter time a bowling team . . . represent the Company in the Holyoke Industrial League. Bowling in particular is popular among the Nationalites, there being a dozen teams made up of workers which compete with one another. The girls also take an active part in bowling, having formed three teams . . . the Aces, Bombers, and Commandos . . . which hold a prominent position in the Business Girls' Bowling League of Holyoke. Golf is another sport enjoyed by many employees.

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NATIONALITES IN ATHLETICS AND SOCIAL ACTIVITIES

# THE NABLANCO CREDIT UNION

There are several interesting co-operative activities of the "National Family". The Nablanco Credit Union was organized under state supervision in August, 1935, by twenty charter members, for the laudable purpose of providing a means by which employees of the Company could invest money . . . to be put to beneficial use by those who required loans of modest amounts.

In other words, one could join the Credit Union as an investor by making small deposits, and then (assuming that as much as a single \$5 share had been acquired) he could, if he desired, become a borrower.

At the close of October, 1942, there were four hundred and nineteen members owning a total of \$37,000 in shares. The rate of interest paid to these shareholders over the seven-year period has averaged about three and one-half per cent.

The peak in loans outstanding was recorded in June, 1941, when there were two hundred and thirty members indebted to the fund for a total of slightly over \$22,000. From then to the annual meeting held in November, 1942... due to increased earnings and fewer consumer durable goods available... the number of loans rapidly declined.

# NATIONAL MUTUAL AID ASSOCIATION

Another co-operative undertaking of very great importance to the welfare of the members of the "National Family" is the "Mutual Aid", whose inception . . . to the best recollection of the oldest employees . . . took place about half a century ago.

The purpose of this organization was to pay benefits to fellow workers who were unable, due to sickness, to perform their duties in the plant. For a modest payment of ten cents weekly, a disabled individual might receive a benefit of \$6.00 a week.

This arrangement continued in effect until 1920, when application was made for a charter under the laws of Massachusetts. This was duly granted to the National Mutual Aid Association, and brought to the previous informal organization the advantages of state supervision.

Benefits today are payable after a worker has been out for a full week, and may be continued for as long as thirteen weeks. In event the disability is due to accident, the benefit payment is retroactive to the first day . . . if for sickness, the payment commences with the eighth day.

Weekly benefits range from \$6.00 to \$15.00 a week, depending upon the amount of monthly dues paid by members.

In February, 1943, there were three hundred and two members of the Mutual Aid Association, and the assets of the organization totaled over \$3,200... more than ample to provide for all claims for benefits likely to arise. Benefits in 1942, for example, were \$2,289, disbursed to forty-eight members. In fact, it has been practicable to forego collection of six months' dues for the last two years.

### HOSPITALIZATION, LIFE INSURANCE, MEDICAL CARE



In addition to the coverage provided by the Mutual Aid Association for disability, many employees have wisely obtained hospitalization benefits for themselves and their families under the provisions of that co-operative association widely known as the "Blue Cross".

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Further, a substantial number of workers own life insurance provided through the facilities of the Mutual Savings Banks of Massachusetts. National employees were among the first in the state to apply for life insurance under this plan, this action dating back to 1912. Premiums are deducted from payroll, and then remitted to the bank.

Care for the health of National workers has long been the concern of management . . . in fact, the Company was one of the "pioneers" in the important field of health preservation for employees. Dr. John J. Carroll, the Company's first physician, made daily calls at the factory for consultation with workers until the time of his death several years ago. He was succeeded by Dr. William W. Teahan, now in the service. Today Dr. Frederick W. Celce regularly sees all employees who need his services.

Completely equipped first aid dispensaries... under the direction of registered nurses... are maintained in the main building and loose-leaf plant. National's first nurse, Miss Laura E. Pratt, served faithfully and capably for twenty-three years, and was feted at a farewell testimonial dinner upon her retirement in November, 1942. The present nurses are Edythe R. Forsander, Lydia Papineau and Aldea Donaldson.

### INTERNATIONAL BROTHERHOOD OF BOOKBINDERS . . . A. F. OF L.

During the entire history of the National Blank Book Company ... save for a misunderstanding back in 1906 . . . the relations between labor and management have been marked by harmony and accord.

This pleasant association can be attributed to two factors: first, the high type of workmen . . . men and women, young and old . . . who have always composed the "National Family"; and second, affull

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understanding on the part of the management of the problems of production and the views of the employees.

The advancement of unionization at the National Blank Book Company took a long step forward with "recovery" in 1933. It was in September of that year that a meeting of a substantial number of workers resulted in application being made to the American Federation of Labor for a union charter. Granted in due course, this charter constituted the petitioning employees as Local 48 of the International Brotherhood of Bookbinders.

This union today is made up of workers from nearly all departments of the factory. It comprises both skilled and unskilled employees... being open to any one desiring membership. Workers are free to join or not, as they wish, and the management finds the union a co-operative factor in plant operation.

Local 48 has from its inception been under able and intelligent direction. Its leaders have always used excellent judgment in handling matters coming before them, and have advisedly refrained from projecting the union into matters definitely pertaining to management.

This has brought about an even greater understanding and appreciation of the aims for which both labor and management are enlisted. Management has called upon the union for advice and co-operation in sundry matters, and the union has, on its part, conferred with management to effect the settlement of problems by airing them freely around the table.

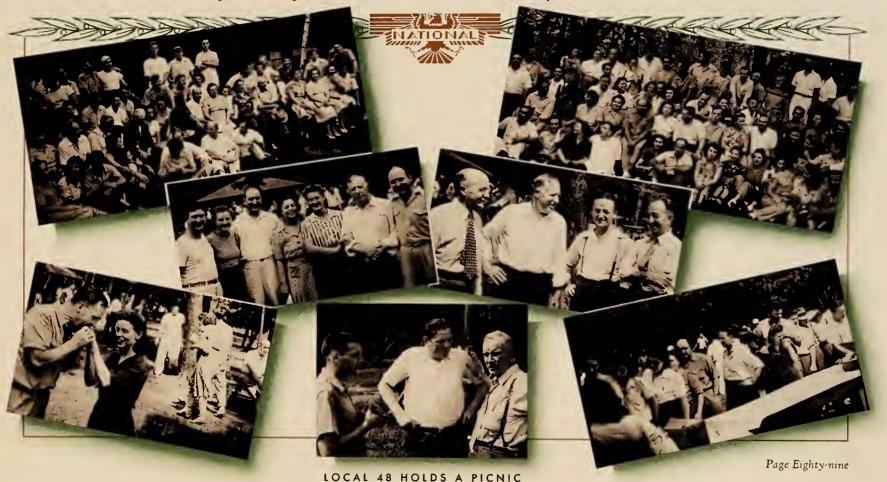
As an instance of the value of this joint action for a common end may be cited the formation of a Labor-Management Committee at the close of 1942... to continue for the duration of World War II... for the purpose of accelerating production of war materials.

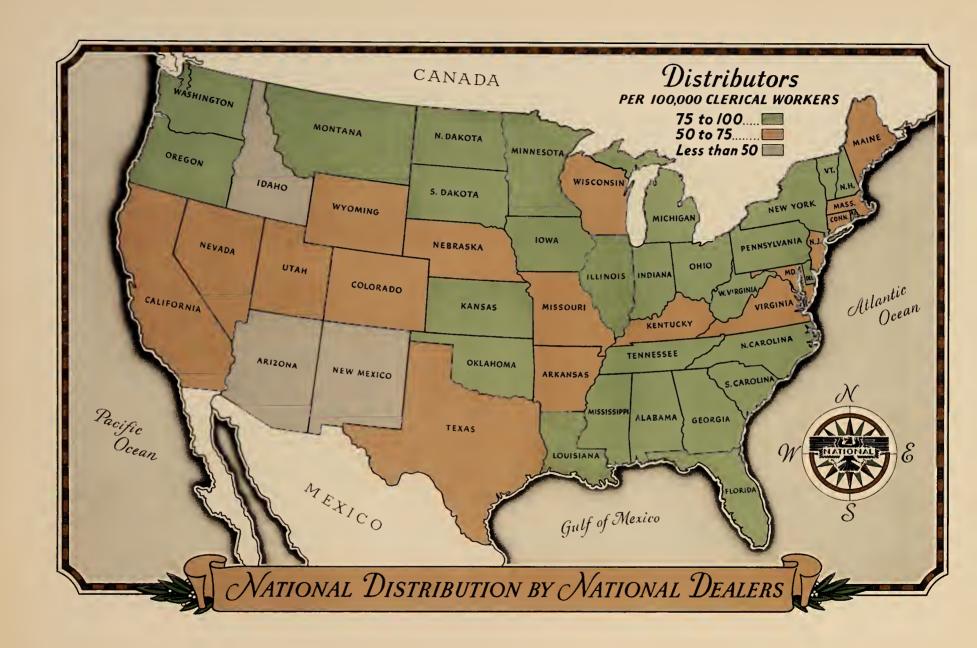
Local 48 also has its "socials". Every year there is a clambake and at least one other "shindig" for the pleasure of its members and their associates.

Through membership in the union, workers in event of death are assured that a benefit will be paid their dependents, the amount

ranging from \$100 in the first year of membership to \$500 in the fifteenth year.

A democratic, well-administered, and growing organization, Local 48 has come to play an important part in the daily life of the "National Family".





## To Our Nationwide Dealers . . .

This book would not be complete without a special message of thanks and appreciation to our many loyal dealers from coast to coast. Indeed... without them... it could never have been written.

In the one hundred years that have passed, no factor has been more important to progress and success than the loyal support and co-operation of our customers . . . the dealers who re-sell National goods to the ultimate consumer. Every success we have enjoyed has been shared by dealers who represent us somewhere. They are just as truly a part of the "National Family" as those of us here in Holyoke, or in the branch offices, or in the field. If we had an "Old Timers Club" for dealers, over half of them would belong; fully one third have been steady buyers through thick years and thin for over a quarter of a century.

As we start down the road of the second century, we pledge ourselves anew to pull our full load in harness with our dealer-partners . . . and we look forward thankfully and confidently to a continuation of the friendly teamwork we have prized so highly in the past.





